PERSONNEL

THE EMPLOYMENT MANAGERS' BULLETIN

Vol. 1 DECEMBER, 1919 No. 12

BASIC CONSIDERATIONS IN INDUSTRIAL EDUCATION

Viewed from the Standpoint of the Laboring Man's Attitude

Sherman Rogers, at the annual dinner of the New York Chamber of Commerce, on November 13th, 1919, made the following statement:

"Now whether a condition exists or whether it does not, so long as a man believes that it does exist, it creates the same feeling, doesn't it? And that feeling is going to live just as long as you leave that man in ignorance. It is up to him (the employer) to educate them. And let me tell you that education will be *cheaper* than fighting with bullets, or in any other way."

PART I.

SOCIAL INFLUENCES ON EDUCATIONAL ACTIVITIES IN INDUSTRY.

Rights of Property.

If employers are correct in assuming they have the right to the possession of the capital and property required for production, they must immediately open a campaign to maintain their possessions. Or rather, this is the responsibility of those who have not already started such propaganda.

Education in Anarchism.

The industrial war is on in reality, whether they wish it or not; it is being carried on by those who wish to seize all property and direct its administration from a central headquarters with themselves as administrators. The medium through which this war is being carried on is the education of the masses in the principle that there is no such thing as property rights and nothing short of an equally effective educational campaign will counteract this educational campaign of confiscation.

Insuring the Industry Itself.

The seizure of property rights is the most important and serious change that the employers is facing. The tendency towards low production, absence of profit, strikes and other factors which have caused considerable alarm, are infinitesimal compared with the fundamental changes hoped for by ardent socialistic and anarchistic campaigners.

Confiscatory Campaign is Educational.

One of the most significant features of the present campaign calling for the confiscation of capital is that it is worked on a true educational basis; it is extensive; it takes into consideration the mental attitude

(Continued on page 4)

THE FOREMEN FIRST

The Assembly of the Goodyear Industrial Assembly has ruled that petty differences or desired adjustments among the workers should not be handled by the Assembly until the men have conferred with their foremen about such questions.

SECOND BI-MONTHLY MEET PROGRAM IS READY

Relationship and Adjustment Theme of Chicago Session

The second of the bi-monthly conferences to be held under the direction of the National Association of Employment Managers on topics pertinent to the time will be held at the Hotel LaSalle, Chicago, on Saturday, December 13. The talks and discussions will be on the general topic of relationships between employer and employed and the methods of making adjustments between the two great industrial forces.

The program arranged follows:

Morning Session

9:00-10:00—Registration.

10:00—Introductory Roll Call.

Bringing About Industrial Peace.
JOHN R. COMMONS, University of Wisconsin, Madison, Wis.

Garment Trades Experience in Relationship Adjustments.
MEYER JACOBSTEIN, Labor Manager, the Stein-Bloch Co., Rochester, N. Y.

The Leitch Plan in Operation.
A. S. BOND, President, Packard Piano Company, Fort Wayne, Ind.

12:30—Luncheon.

Afternoon Session

1:45—The Shop Committee and Factory Solidarity.
ARTHUR H. YOUNG, Manager, Industrial Relations, International Harvester Company,

Individual Contracts Between Employer and Employed.
CHARLES PIEZ, President, Link-Belt Company, Chicago, Ill.

Is Organized Labor Slipping?
DORR E. FELT, President, Felt & Tarrant Mfg. Co., Chicago, Ill.

6:00—Dinner.

Economic Aspects of Employment Relationships.

(Continued on page 6)

WILL $22.50 A YEAR HELP KEEP THE WOLF AWAY?

If So, Advocate the Abolishment of Incomes Over $10,000

Suppose that some of our wild eyed, long whiskered friends had their way and persuaded the government to abolish all incomes that were not received as a return for labor. In other words, suppose that it was decided to confiscate all incomes received as interest, rent and dividends. Suppose further, that it was decided to divide the sums thus confiscated equally among all the workers. How much per year would each individual worker receive?

Or suppose that the government accepted another of the pet hobbies of our vermillion pink friends, that no man is worth more than $10,000 per year, and took over for redistribution among less fortunate individuals, all incomes in excess of that amount. Just how many dollars would such an arrangement put into our pockets?

These are questions upon which we all need to straighten out our thinking and particularly our talking. The high cost of living tends to create discontent when wages are insufficient. Why are they inadequate? Is it that the whole world is poor and cannot give us anything better? Or is it that the wealth of the world more than adequate to yield us all a good living is simply badly distributed.

It seems to be a popular thing among our wild eyed friends just now to accept the latter view. The statement is very often heard that the working man is being robbed, and that if he really received what he actually produced, there would be no need for him to worry about the high cost of living. This assertion ought to be investigated. When you hear someone spring it, "Stop, Look and Listen." If it is true that the vast majority are being exploited by a mere minority, a change in our economic system is demanded. But it isn't true. Here is some inside stuff.

For the first time in the history of our country we have data at hand for an investigation of how much

(Continued on page 6)

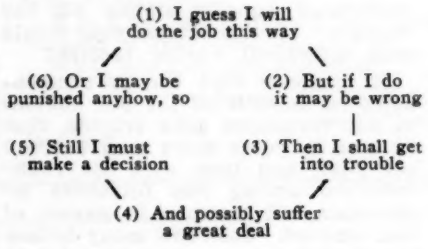
BASIC CONSIDERATIONS IN INDUSTRIAL EDUCATION

(Continued from page 1)

(or background) of its student and his physical condition; it carries on its activities in those places most fitted to catch the convert; it aims at moulding his opinion and letting him act, rather than setting up a series of actions predetermined for him by his mentors. It is thorough and almost perfect as an experiment in educational psychology.

Suitability of Subject.

The campaign recognizes the fact that the man is out to be caught, he cannot help himself. Man is a progressive creature, he cannot stand still, he must develop mentally and make more contacts; his consciousness must coalesce with new ideas. This consciousness, if it revolves within itself, becomes disruptive to his physical self. In other words he must make these contacts to keep himself alive. Without the influence of outside contact, he is like a man eternally in a room without windows. His ideas take a circular revolving form, thus:



His mind just revolves from lack of a counter attraction, so the disruptive anarchistic forces easily allure him and furnish the means to enable him to travel along the natural progressive mental course in one direction instead of the circular inhibitive one.

State of Mind.

The campaign also is a true educational one from the standpoint that it is expected to spread over a term of years, with little or no immediate return. A high grade advertising campaign, which as a form of education is as nearly psychologically correct, does not expect a return until the end of years. The idea of a long term campaign is necessary because education is not a thing that can be given from the exterior, it is the creation of a state of mind; it consists, first of all, of attracting the man's attention, having in mind his extreme apathy, for in spite of his need for contact there is a momentum in the circular mental movement which temporarily resists the accomplishment of a change; secondly, in placing before him facts of particular interest, and finally creating the state of mind which will make him search out and absorb process. As to what specific group of facts he shall apply his vacuum pump to depends upon the ideas of the group doing the campaigning.

Specific Evidence of Education in Destruction.

It seems almost unnecessary to present specific evidences relating to the extent with which the campaign of confiscation is being conducted, but the following facts may be particularly pertinent from an educational standpoint, which is really the sole consideration of the present document.

Deputy State Attorney General Samuel A. Berger says that in the case of forty to fifty extreme radical publications, reaching three million readers largely in great industrial centers, all but two are supported by gifts from wealthy Americans. In other words, certain wealthy Americans have already applied themselves to the matter of educating the worker.

In most of the steel towns along the lake front, Illinois, the socialists have not only headquarters for the distribution of literature, but also maintain huts alongside the railroad stations so as to catch the newcomer immediately he alights from the train.

In the socialist campaign of the middle northwest states recently, members of the party in certain sections undertook personally to go out into the highways and byways and each be responsible for the securing of a certain number of new members.

The educational activities of Jacob Margolis, I. W. W. General Counsel, consists in being in favor of all strikes, welcoming a feeling of unrest, encouraging "production organizations," conducting of industries by the workers and viewing capital as being entitled to no reward. He is "against God, Government and the Church" (according to statements made before Senator Kenyon's Committee).

The New York Times of Sunday, November 9, reports the following educational activities are advocated by "The Principle of Federation of Russian Workers," seized by Lusk Committee. "A broad class revolutionary organization, which must train the working classes to initiative and self-dependent activity, thus developing in them a realization of the necessity of a universal strike—social revolution."

Dr. Maxmillian Cohen, Editor of the "Communist World," purposes "to appropriate all land and property without compensation to the present owners, to accomplish this overthrow by stimulated mass strikes," stimulation being the keynote of all good educational work.

The Lusk Committee reports that one revolutionary party with 7,000 members with branches at Newark, Elizabeth and Trenton, N. J., where the organizer—Roman Inosichok—is located, makes the following statement: "For the attainment of our aims we consider it of primal importance to train the working class and to conduct propaganda by means of literature, newspapers and lectures in all parts of the country, through funds from dues, lectures, the things which it is the intention of the extremists he should seek out. The process of education is first of all extreme apathy, then attention, then interest, finally a vacuum pump concerts, literature." (New York Times, Sunday, November 9.

The Literary Digest of November 8 states that the newspapers of the country, both conservative and radical, "see unmistakable signs that the conflict between capital and labor can neither be compromised or arbitrated, but must be fought out, perhaps to a finish."

The Denver "Rocky Mountain News" says: "The nation is confronted with an industrial Sarajevo and powerful influences are saying 'nothing to arbitrate, let's fight it out.' "

Educative Influences.

Not only does a section of the community exist whose well defined aims are in the direction of an unceasing war, but a sober section of the press is admitting that such a war is the only way to settle the difficulties. The important fact is that the aggressive party is thoroughly agreed on its aims. It is also realized that the strength of the opposing parties is almost entirely dependent upon its present campaign of educational activities in much the same manner as Germany's educational campaign was carried on for more than a quarter of a century, so that when the time for action came, the people were easily led in the direction the German Government intended them to go.

Industry's Part.

This period of time for educational purposes prior to more violent outbreaks is not only usual but absolutely necessary; first, for the formation of opinion; second, for the securing of its active support. It will be admitted that socialistic and revolutionary propaganda is not particularly leveled against parties, or indeed against government, protestations to the contrary notwithstanding, but actually, and in the final analysis, against industry; that is, against the uses of capital, money and the making of profit out of men's labor, the Government and political parties being regarded by the socialists as only a complement to these conditions.

When it is also considered that the medium which the radicals propose to use is the worker, who is actually at present a tool of industry, it becomes doubly apparent that the primary source for counter education

is not the state or government, but the industry. George H. Cushing says in "The Black Diamond" (Chicago), the "question must be decided for the people by the industries. The Government has been despised and defied. We must meet that challenge." If the managements of the various industries do not more energetically and systematically push the educative processes of the workers, employing for the purpose a specialist whose work it is to do this and to do nothing else, the trade unions certainly will not fail to attempt to direct the work themselves. The International Ladies' Garment Workers' Locals in New York have, in fact, already started instruction courses in English and Economics. There is a question, however, raised by C. H. Allen, of the Federal Board of Vocational Education, who is in touch with many industries, as to whether it is not now too late, and that any present efforts will be more like "shutting the door after the horse has been stolen."

The Logical and the Psychological.

Industry, because of its primal contact with the man, not only has more opportunity to do a better piece of educational work in the matter of leading the man's thinking than the active radical, but has opportunities which the other groups cannot possess. What, if any, are the disadvantages which may make the work of the factory owner more difficult? The chief basis of difficulty consists in an important difference in the state of mind of the employer as compared with the employee. The first thinks in logical terms, the second is usually guided by feeling; the employer expects the employee to act according to logical processes; the employee usually does the reverse. And while he may be expected to do certain things on a logical basis, on a psychological basis the employee cannot often be expected to do anything but the reverse. The attempt is made hereunder to show how this works out when applied to certain definite questions; the probable or expected and actual reactions are given. The actions also explain why it is so easy for a worker to become interested in anarchistic doctrines.

The questions of the employer.	*What employer expects; the employer's answer; the logical.*	*The man's reaction. The psychological.*	*Possible cause for the man's reaction.*
1. Will not revolution rob the man of his job?	Revolution will probably rob the man of his job so that he should not be taken up with revolutionary ideas.	The man unconsciously welcomes and desires a change. The fundamental instinct of the worker is not to stick but to move.	This may be explained by the extreme monotony of present day production methods.
2. What will be the man's gain in goods by revolution?	Because of co-operative partnership, piece work, bonuses, etc., the man should not need to look to revolution for gain.	The monotony of regular pay envelopes is depressing. Piece work earnings and bonuses are not enough. Revolution offers *possibility* of doubling and trebling man's income.	The gambling instinct in human beings is strong. Steady small increasements of pay are often nauseating to the man.
3. Will not ruin and starvation result from revolution?	Because the man's income is steady and he will always be provided for he therefore should stick.	The man's tendency is to revolt. An attractive era of expensive luxury can be indulged in first. A disaster which is far off but which immediately satisfies certain fundamental interests is calculated to excite a desire to take a chance.*	The average human being cannot feel and will not be influenced by distant suffering.
4. Will the instinct of ownership count in influencing revolution?	The man has a permanent job, good wages and nothing to worry about; has shop representation, etc., and should therefore stick.	Socialism will lead him to revolt, because it says so long as you depend upon an employer for wages he can cut off your bread and butter at any minute, he therefore owns your body and soul.	Human nature is such that there are no substitutes for possession. Either you possess the thing absolutely or else you do not. The human desire for possession is fundamental and absolute.†
5. Will not revolution rob from the rich without giving to the others?	The rich man thinks that while revolution may rob him of travel, the chance to gamble in business and an unlimited opportunity for advancement, it will not transfer these benefits to the worker.	While the man may not acquire travel and the chance to gamble, the man will revolt because the revolt itself will satisfy those instincts for moving and the long chance, these things on the part of the worker being the mere outward sign of the same instinct shown by the rich man in his desire for travel, etc.	Talks on the need for capital in business are not always effective, because while the worker may agree that capital is needed for business purposes, the visible sign of the affluence of capital is almost always concentrated in the living conditions, the luxury in which the capitalist almost invariably lives.

Reasoning With Mind.

From the foregoing it will be seen that while the logical reasoning anticipates certain reactions, the fundamental instincts of the man, aided and abetted by the inevitable monotonous nature of the modern production job, will almost inevitably lead to actions the reverse of those expected. The great and fundamental difficulty in the educational scheme which every employer is most certainly called upon to undertake at the present time, is that an attitude needs to be created so that the natural reaction within the man will be to reason with his mind, in the same terms, language and manner as the employer, rather than with his feelings. The nature of the job under the circumstances is long, tedious, costly and unindicative of immediate results.

Education for Industry.

Summing up the situation briefly, it may be said that industrial education at the present time needs to be concentrated on the idea of actually saving industry, by as short an educational process as possible it is true, but one which will inevitably extend over a period of years.

*It was remarked in the last panic that while the panic was prophesied, the people threw up their hands and had a good time while they could, contrary to all ideas of prudence. Before a war, with all its inevitable disasters, men thirst for a fight and rush into the army.

†Can you imagine yourself being satisfied with riding in another man's car when you can have one of your own, even if he does assure you that you can use his car whenever you want to do so?

PART II.

APPLICATION OF EDUCATION TO INDUSTRY.

Nature of Instruction Needed.

At the present the two most pressing phases of a factory elucational scheme for operators are:

(1) Instruction which has to do with the actual doing of the job and the increase of production.

(2) Instruction on social organization and economics.

The first phase is comparatively straightforward and consists of straight trade instruction given either in the factory training center, in the shop itself, or in the local trade schools, possibly in classes organized specially for the factory. If the student can be influenced to take instruction of the first kind, that in itself will have a large bear-

(Continued on page 4)

BASIC CONSIDERATIONS IN INDUSTRIAL EDUCATION

(Continued from page 3)

ing on his attitude toward the second kind. The interest of the student in one group of studies will reduce or eliminate the possibilities of his paying much attention to another group and will for this reason help to counteract the propaganda from outside sources.

Motive for Study.

The fact must be faced, however, that no worker will take additional studies, particularly at his trade, the opportunities in which he generally understands, without a definite motive, either for increase in pay or opportunity of advancement, or for other reasons. On the other hand, it is a fact that the majority of actual workers have no such motives. One of the first steps is the creation of the motive. This may be either a scheme or promotion, with clearly defined, or well drawn out lines for each operator, or a stated increase in pay for students satisfactorily taking certain studies.

Cost in Establishing Motives.

The two motives may be used separately or in combination. The motive of increased pay is, of course, the most effective and can be used as a basis for increasing production by teaching the man more about his trade, as well as the general or theoretical principles involved. Although it may seem that in the case of a large number of men the increase of even a few cents an hour will involve heavy expenditures, yet when it is considered that the man keeping the mind of the worker away from the doctrines of the labor agitator.

Value to Industry.

The same trade training scheme also will satisfy the need in each industry for upbuilding, from a mechanical and trade standpoint, the force needed in the future. A systematic trade training arrangement is not only needed for this purpose, but will expect continuous advances in any case and that, after the installation of an education scheme, there will be the benefits of increased production, the cost of reimbursing students in proportion to their studies, will not be so great as at first glance believed. In any case the chief object must be regarded as also that the mechanics' contribution to the progress and improvement of the industry will be in proportion to the thoroughness with which the trade work has been given him.

Workers' Point of Contact.

So far the type of training outlined suggests a substitute for the training in economics given by the agitator. The giving of a definite upbuilding scheme is another and more difficult matter and generally speaking will not permit of definite courses being prepared, as in trade instruction. The issuing of pamphlets, the printing of catchy articles in the plant magazines, and an occasional talk by a speaker at a plant gathering helps, but the logical point of transference is (1) by the instructors to whom the worker goes for the study of other subjects and most important of all, (2) through the personal influence of his foreman.

The Old Conditions of Ownership.

The question of contact with the foreman leads to the consideration of those matters relating to the influence of the owner with the individual workers when both worked alongside each other. The average human being craves more than anything else, actual flesh and blood contact with the ultimate judge of and beneficiary from his work. The average human being does not object to giving; in a sense, life itself cannot but be a continual sacrifice. He feels that his efforts are continually contributing to someone's benefit. This person, under the present circumstances he cannot see, and has no opportunity to know. At present he feels the foreman does not count, for he knows the foreman is almost in the same box as himself, as are others up along the line.

Disadvantages of Absent Ownership.

A second factor which he craves, consciously or unconsciously, is that of approbation or praise for his work. This in reality is often merely the desire for an expression of thanks for the contribution which he is making to someone known or unknown. He is making these contributions without being permitted to exercise his judgment in the choice of the kind of people to whom he may make this contribution.

Under the old system, he knew whom he was working for and whether the owner's principles of behavior were his own principles, so that in the end there was the opportunity for the development of that form of affection which not only furnished the personal contact with the ultimate owner and satisfied the craving for contact with the object of his daily efforts, but also which made possible approbation from the only source which in reality is calculated to amount to anything. Human nature is such that thanks or appreciation conveyed through a third party are almost entirely dissipated. If thanks are worth giving at all, they are worth giving directly from owner, or beneficiary to the workman, whose margin of efforts are calculated to produce the owner's profits. If the employer considers the worker should be satisfied without such personal expression, then the employer cannot object to the impersonal standpoint in the worker and the worker being guided entirely by the amount of money he can get out of his actions. In any case, the absence of ownership, because the instincts of contact and appreciation cannot be satisfied, is calculated to set up a poison in the worker, which naturally makes him amenable to the virus supplied from outside sources.

Union Relations.

This basic hunger for contact is partly responsible for the use the worker has made of the trade unions. The employer should realize that usually the instinct for expression through gift is strong in the worker. In most cases this is no doubt due to his lack of appreciation of the exact value of money, as against the employer's attitude toward the status of every cent; still in seeking the co-operative, upbuilding efforts of the worker, as against his desire and willingness to strike for more money, the appeal must be made to his "spiritual" sense, and the employer must sincerely approach it from the same angle. Does not the fellow give generously to his trade unions, to strikers, to sick benefits collected in the shop? The trade union supplies him with practically all the factors that were originally supplied by the working owner. He knows who his officers are, and that they are men with ideas similar to his own, so that he is willing to become a working unit under them. His dues represent as large fraction of his efforts while at his job, as do the profits of his employers. They look after him in sickness, as well as attempt to make his job permanent.

Position of the Foreman.

As already stated, the person with whom the man has the strongest contact is the foreman, and while the owner may make spasmodic attempts to come in contact with the worker, he cannot hope, because of the large scale method of modern business, ever to do himself what his father did before him. This duty seems to devolve therefore upon the foreman. The foreman, however, is usually himself deficient in all those matters on which it seems most desirable to enlighten the workman. The foreman of the present generation has been almost without exception, a good workman and for this reason has been made a foreman, a job which belongs to an altogether different trade from the one he has been handling as a workman.

The Foreman's Urgent Needs.

Wherein then does the foreman need to extend his knowledge in order to meet these conditions? It will, of course, be agreed that he needs to first of all know his trade thoroughly, and also the basic principles of organization, the methods of accounting used in his shop, the aims of his production department, the close supervision of his costs, the routine of hiring and releasing workers. But above all this, the factor which makes so much difference to the aims of a concern, which

duction, profit or less, is the attitude of the worker, and the fostering of the correct attitude requires in the foreman a knowledge of the movements of the human mind, of the natural instincts back of the actions of the worker, the cravings in his mental make-up, which either must be satisfied or produce a distinct sourness, of motives viewed from the standpoint of hard necessity, of fears and sensitiveness in the worker during the process of settling down to a new job, in fact, of all those factors which will enable him to eliminate mental fog in the mind of the worker more than is the case at present.

Compulsory Instruction for Foremen.

It follows that not only should a thoroughly systematic educational scheme be laid out for the foreman, but that no foreman should be permitted to remain on the job unless he can pass an examination to show he is well versed in the principles along these lines. It will further be gathered that the foreman's attendance should be compulsory, and given in the company's time. A very careful laying out and getting together of the factors into a syllabus is, of course, required, after which it should be put up to and distinctly understood by the foreman that he must take the work contained in the syllabus. The foreman cannot reasonably be expected to say whether he wants to take the course or not, since he cannot know what is in it and is not, or has not been until now, at least, in touch with the world movements which make such compulsory study necessary. Thereafter, some means need to be positively established by holding weekly meetings or in any other manner, of keeping the instruction fresh in the mind of the foreman so he will continually exercise and use the principles he has learned. In any case, the foreman's attitude towards this instruction, no matter how good a foreman he may be, will indicate to the management whether he is the right kind of man for the new form of management that seems bound to come in the near future, a most potent feature of which is this question of attitude. After the acquisition and exercise of these psychological principles, the foreman will take the place of the old form of owner-worker in proportion as the management makes a confident of him by letting him into most of the "secrets," at present usually locked up somewhere in the minds and strong boxes of the directors. The life of the present industrial system depends upon the extent to which this kind of leadership is developed in foremen.

The Worker's Own Willingness.

Having the instruments, the foreman can lead the workers. It is impossible for a person to form the opinions of the other fellow. That has been the foreman's attitude to date and has usually failed. The foreman must act in such a manner that the workman will think for himself and form his own opinions. The presentations of facts will give him such an opportunity; given a choice of two series of facts, he will choose his own opinions. The other method is a reversal of this natural order of things. You have a toothache and you are stimulated by an internal process to have the tooth removed. But let someone remove your tooth, a merely external process, and unless previous pain or some other cause makes us feel that the tooth should have been removed, you will never agree that the action of removing the tooth was a right one. The feeling and formation of opinion must come first and the ultimate action, mental or otherwise, must follow as a natural outcome.

Results Not Visible.

Under the circumstances, if it is a case of placing at the disposal of the worker facts, figures, actions, so that he will be stimulated to act in the best possible manner from within, it is exceedingly difficult to gauge whether any improvements are due to the work done along these lines, and also whether they would not have been worse had not this instructional work been given. The concern contemplating the undertaking of this work must, therefore, determine whether or not the general principles it wishes to undertake the work and thereafter to be willing to wait years, if necessary, before seeing any results. This view seems necessary because of the fact that the undertaking is in the nature of a leavening process, the gradual homogeneous creation of an attitude of mind carried through the years until the whole is leavened, as a means of guarding against the introduction of some other process or change that is likely, because of existing conditions, to be in the nature of a fermenting process.

Directors' Decision Necessary.

It will be seen that as this educational work must be undertaken as a long term investment, the decision of making this investment should come from those who have the ultimate laying out of the policy of the organization. While the directors may be willing to make long term investments, the works manager, or plant head, is held responsible for immediate earnings. As the expenses of conducting an educational campaign are likely to reduce those immediate earnings somewhat, the works manager will, in most cases, be willing to sacrifice the ultimate gain for the immediate showing. If the directors take the stand that they wish to do the work, it should be made necessary for the works manager, or the plant head, to stand for it; the matter of charging costs being merely a matter of consideration towards the works manager. If directly charged against his plant, it will immediately make a poorer showing to a proportionate extent and if charged to an account outside his plant, it will also make an immediate reduction to earnings, but will not show up against the works manager. The man responsible for the immediate finances of a plant should not be the ultimate judge of this matter.

Summary.

Summing up the situation, the educational needs in industry generally may be said to be as follows:

1. There is an immediate need for (a) trade training, for purposes of keeping up and increasing production, and (b) education in social organization and economics.

2. The loss of contact with owner and the loss of the excellent working conditions existing under those circumstances must be made up for by the foreman.

3. In order to furnish a motive whereby the worker can be stimulated to take instruction, there must be a definitely set out line of promotion either in the nature of a job advance or on a financial basis.

4. Compulsory and specific training should be set up for foremen, especially along lines dealing with the makeup of the workers' natural desires and instincts, motives and interest factors.

5. It must be expected that the process of instruction to be effective must be spread over a term of years and that no visible result may be expected for a long period.

6. It should be realized that the training or occupation of the mind of the worker is not only for production purposes, but to actually save the very business itself.

7. The decision to do the work should not only come from the president and directors, but these should come out in no undecided manner in proclaiming their attitude on the subject. The custom has been for the directors to place the plant head in such a position that usually he will not willingly install these arrangements of his own accord.

8. If necessary, the company should be willing to spend as long as one year or more in the preparation of studies, syllabus and courses, so that when started they may be effective and continuous.

9. Once the foremen have been instructed in the new principles, means should be taken for keeping the instruction fresh so that the foremen will not become slack in its application. This may take the form of setting aside part of a production meeting for the discussion of the topics of the day, or it may be done at a foremen's meeting where attendance is compulsory.

WILL $22.50 A YEAR HELP KEEP THE WOLF AWAY?

(Continued from Page 1)

people get. The United States Treasury Department has published in pamphlet form statistics of the country based on Federal Income Tax returns. In other words, the facts about your income and mine are gotten together in a pamphlet which gives the facts for the year 1917. This pamphlet has just come out.

Most of Us are Poor.

A few illuminating facts are herewith presented. According to Treasury Department figures, there are 3,472,800 persons in the country who had taxable incomes of 1,000 dollars per year or more, a number about equal to the population of the State of Missouri. Since the industrial census taken in 1917 shows that there are in industry, 38,167,336 persons gainfully employed, this means that approximately 91 per cent of all persons who work in industry did not have a taxable income of $1,000 in the year 1917. This fact does not of course show anything except that the most of us are poor, a circumstance of which none of us need to be reminded.

But why are we poor? Are we poor because other people are rich? Suppose we should take over incomes above $10,000 and distribute the proceeds equally among all workers. By how much would we benefit? How much would you and I get?

According to the Treasury Department figures, there are 432,662 persons in the country whose taxable income amounts to $10,000 per year or over. The aggregate income received by these persons, including the so-called fabulous incomes of our captains of finance and industry, is approximately $5,182,896,190 per annum. If all of this amount in excess of $10,000 per person were confiscated, there would be a tidy sum of $856,276,190 to distribute. But here is the sad part of the story. Divide this amount among 38,000,000 and all you and I would get would be a paltry $22.50. Pretty tough, eh? The beautiful theory of our wild eyed friends has turned out to be bunk, pure, unadulterated bunk—born of shallow thinking and talking without facts.

Let us go a little further. Our bewiskered friends may say that $10,000 is too much to allow any one person. We do not think so, but suppose for the sake of argument we reduce all incomes to $5,000 and divide up the excess. The Treasury Department income figures show that if this were done, every working man would be benefitted by the magnificent sum of $80 annually. As we have already seen that 90 per cent of all workers did not receive enough to have a taxable income of $1,000 per year in 1917, it will be seen that even if such drastic action as levelling all incomes to $5,000 per year were taken, the bulk of the people would still be poor. You and I would still have to tend to the furnace.

Another Rude Bump.

Some socialists say that it is not the high salaries actually earned to which they object, but that they are opposed to economic parasites, that is men living in idleness on unearned incomes. This sounds good, but the argument won't hold water. Socialists call income from capital unearned, but they forget that capital must be paid wages and therefore capital receives interest just as labor receives wages. But to go on with the argument. The income statistics of the government classify income according to sources. Interest, rents, and dividends amounted to $4,469,901,354 in 1917, as the report shows. If this were taken over and distributed among our 38,000,000 workers, each person's share would be $117. Another bump for our dreamers. It's a cruel world, isn't it? All that glitters is not gold.

It is not necessary to point out the disorganizing effects upon industry of any such wholesale confiscation. But we believe we have shown how little, how very little even under the most favorable conditions each individual could possibly gain by "dividing things up." The conclusion is irristibly forced upon us that the mass of us are poor because the world in which we live is poor. This is a real fact. We might just as well bump our heads up against it now as later. The sooner we "get it," the sooner you and I will be better off. We have not as many of the good things of life as we would wish because not enough of such things are produced. The obvious remedy for such a condition of affairs is to produce more. The only way that the production of the country can be increased is by an increase in the productive efficiency of each individual. Our salvation lies, not in Bolshevism but in the Gospel of Work. Real Work. Here again it isn't something for the other fellow. It's your problem and mine.

NEW EMPLOYMENT EXECUTIVES.

Graduating exercises of the class in employment and personnel management at the Bureau of Industrial Research, New York, were held on Wednesday, November 26. The class was composed of about fifty men and women and was one of the largest graduated at the Bureau. A number of the graduates are listed in the Placement Column. A majority of the graduates have had experience before taking the course.

SECOND BI-MONTHLY MEET PROGRAM IS READY

(Continued from Page 1)

Luncheon and dinner have been arranged for at the Hotel LaSalle at the same rates as prevailed at the Hotel Pennsylvania, New York, where the first conference was held in October, $2 for the former and $3 for the latter. The purchase of tickets for these is optional with those attending, although as many as possible should arrange to stay at the hotel for the entire day, thereby preserving the continuity of the session. A registration fee of $5 for each person attending will be charged to cover the expense incident to the conference.

The Executive Committee of Chicago Council has been very active in assisting in the preparation for the conference and there is every indication that twice the number of those at the New York conference will be in attendance.

LABOR CLEARING HOUSE

The Atlantic Coast Shipbuilders' Association has established a clearing house on labor supply at its headquarters in Philadelphia, in charge of Clarence Samuel King, the organization's Philadelphia Manager. Weekly reports are rendered by each yard of the men to be laid off or the class of men in which a surplus may have been noted. Weekly requisitions for men are also filed with the new bureau. Through the clearing house it is hoped to keep ship workers employed continuously and to minimize scamping.

BUREAU ENDS FIRST YEAR

An interesting example of centralized employment is that of the Engineering Societies Employment Bureau of the Engineering Council, New York, which completed its first year of service on December 1. The Bureau is maintained by the American Society of Civil Engineers, The American Institute of Mining and Metallurgical Engineers, the American Society of Mechanical Engineers and the American Institute of Electrical Engineers. Each society formerly maintained a separate service. The service is not confined to members of these organizations alone. More than 1,000 men have been placed. Employment managers will be interested to learn that there is no fee charged either to employer or employed and any engineer, properly introduced, is registered. The office is at 29 West 39th Street, New York City.

H. C. Koch & Co., New York City, have divided a portion of the company earnings, amounting to five per cent. of the employees' salaries, among their workers. Another distribution is planned for February.

INDUSTRIAL PENSIONS SUBJECT OF REPORT BY JERSEY RESEARCH BODY

The following list of firms having adopted some sort of industrial pension scheme was prepared by Paul Studensky of the New Jersey Bureau of State Research and reprinted in a report on Broadening the Scope of Pensions in Private Industry by the New Jersey State Chamber of Commerce, Newark:

1. American Brass Company, Waterbury, Conn. ....1913 Non-contr.
2. American Express Company, New York City ....1875 Non-contr.
3. American Museum of Natural History, N. Y. City....1913 Contr.
4. American Sugar Refining Company, N. Y. City....1912 Non-contr.
5. American Telephone & Telegraph Co., N. Y. City....1914 Non-contr.
6. Armour & Company, Chicago, Ill. 1911 Contr.
7. Atchison, Topeka & Santa Fe R. R. Co., Chicago, Ill....1906 Non-contr.
8. Baltimore & Ohio Railroad Co., Baltimore, Md. ....1889 Non-contr.
9. Jos. Bancroft & Sons Co., Wilmington, Del.
10. Bankers' Trust Company, New York City ....1913 Contr.
11. Blount Plow Works, Evansville, Ind...1913
12. J. G. Brill Company, Philadelphia, Pa.
13. Brooklyn Rapid Transit Company, Brooklyn, N. Y....1909 Non-contr.
14. Butler Bros., Chicago, Ill...1909 Non-contr.
15. J. I. Case Threshing Machine Co., Racine, Wis. ....1915 Non-contr.
16. Cheney Bros., New York City 1915 Non-contr.
17. Chicago & Northwestern Railway Company ....1901 Non-contr.
18. Chicago, Rock Island & Pacific Railway Company ....1910 Non-contr.
19. Cincinnati Suburban Telephone Co., Cincinnati, O. ....Non-contr.
20. Columbus Railway Power and Light Company ....1914 Non-contr.
21. Crane Company, Chicago, Ill. 1916 Non-contr.
22. Cumberland Mills, Westbrook, Me.
23. Deere & Company, Moline, Ill. 1908 Non-contr.
24. Delaware, Lackawanna & Western Railroad Co. ....1902 Non-contr.
25. Diamond Match Company, New York City ....1914 Non-contr.
26. E. I. Du Pont De Nemours Co., Wilmington, Del. ....1912 Non-contr.
27. Edison Electric Illuminating Co., Boston, Mass. ....1912 Non-contr.
28. Equitable Life Assurance Society, N. Y. City....1912 Non-contr.
29. First National Bank, Chicago, Ill. 1899 Contr.
30. First National Bank, Detroit, Mich. 1913 Contr.
31. First National Bank, New York City 1911 Contr.
32. General Electric Company, Schenectady, N. Y. ....1914 Non-contr.
33. General Fire Extinguisher Co., Providence, R. I. ....1914 Non-contr.
34. B. F. Goodrich Company, Akron, Ohio 1915 Non-contr.
35. Gorham Manufacturing Company, Providence, R. I....1903 Non-contr.
36. Guarantee Trust Company, New York City ....1914 Non-contr.
37. Houston and Texas Central Railroad Company ....1903 Non-contr.
38. F. C. Huyck & Sons, Albany, N. Y. 1911 Contr.
39. Illinois Central Railroad Company 1901 Non-contr.
40. International Harvester Company, Chicago, Ill. ....1908 Non-contr.
41. International Silver Company 1912 Non-contr.
42. Lehigh Valley Transit Company, Allentown, Pa. ....1913 Non-contr.
43. Mexican, Central & South American Cables, N. Y....1919 Non-contr.
44. Midvale Steel Company, Philadelphia, Pa. ....Non-contr.
45. Morris & Company, Chicago, Ill. 1909 Contr.
46. Murphy Varnish Company, Newark, N. J. ....1911 Non-contr.
47. National Bank of Commerce, New York City ....1913 Non-contr.
48. National City Bank, New York City 1912 Non-contr.
49. National Shawmut Bank, Boston, Mass. ....1911 Non-contr.
50. Newport News Shipbuilding & Dry Dock Company ....1915 Non-contr.
51. Newport News & Hampton Ry. Gas & Elec. Co....1915
52. N. Y. Central & Hudson River Railroad Company ....1910 Non-contr.
53. New York Central Lines, Cleveland, Ohio.
54. N. Y., Chicago & St. Louis R. R. Co., Cleveland, O. ....1914 Non-contr.
55. N. Y., N. H. & H. Railroad Co., New Haven, Conn.
56. N. Y. Railways Company, New York City ....1902 Non-contr.
57. N. Y. Zoological Society, New York City ....1914 Contr.
58. Niagara Falls Power Company, Niagara, N. Y....1911 Non-contr.
59. North Star Mines Company, New York City.
60. Northwestern Mutual Life Ins. Co., Milwaukee, Wis. ....1915 Non-contr.
61. Pennsylvania Railroad Company, Philadelphia, Pa. ....1900 Non-contr.
62. Philadelphia Rapid Transit Company 1911 Contr.
63. Pittsburgh Coal Company, Pittsburgh, Pa. ....1907 Contr.
64. The Proctor & Gamble Company, Cincinnati, Ohio ....1915 Non-contr.
65. Prudential Insurance Co. of America, Newark, N. J....Non-contr.
66. Public Service Corp. of New Jersey, Newark, N. J.
67. The Pullman Company, Pullman, Ill. 1908 Non-contr.
68. The Rhode Island Company, Providence, R. I....Non-contr.
69. Rockefeller Institute for Medical Research ....1913 Non-contr.
70. Simonds Mfg. Company, Pittsfield, Mass. ....1908 Non-contr.
71. The Solvay Process Company, Syracuse, N. Y....1908 Non-contr.
72. Sprague, Warner & Company, Chicago, Ill. ....1915 Non-contr.
73. The Standard Oil Co. of N. J., Bayonne, N. J....1917 Non-contr.
74. Syracuse Chilled Plow Company 1913 Non-contr.
75. Talbot Mills, North Billerica, Mass. 1903 Non-contr.
76. Chas. H. Tenney & Company, Boston, Mass.
77. Tide Water Oil Company, Bayonne, N. J. ....1914 Non-contr.
78. Twin City Rapid Transit Co., Minneapolis, Minn. ....1915 Non-contr.
79. Union Pacific Railroad Company, Omaha, Neb. ....1903 Non-contr.
80. United Railways & Electric Co., Baltimore, Md. ....1914 Non-contr.
81. United Railways Company, St. Louis, Mo. ....1915 Non-contr.
82. U. S. Steel & Carnegie Corporation, N. Y. City....1911 Non-contr.
83. The Van Brunt Mfg. Company, Horicon, Wis. ....1912 Non-contr.
84. Vermont Marble Company, Proctor, Vt. ....1913 Non-contr.
85. The Virginia Bridge & Iron Company, Roanoke, Va. ....1914 Non-contr.
86. Washington R. R. & Elec. Co., Washington, D. C....1907 Non-contr.
87. Wells Fargo & Company, Chicago, Ill., 1903 Non-contr.
88. Western Electric Company, New York City ....1913 Non-contr.
89. Western Union Telegraph Company 1913 Non-contr.
90. Westinghouse Air Brake Company, Pittsburgh, Pa. ....1913 Non-contr.
91. J. H. Williams Company....1914 Non-contr.
92. Winchester Repeating Arms Co., New Haven, Conn. ....1915 Non-contr.

STRIKING NEW VIEWS IN LABOR ORGAN PLATFORM

Here is the platform of The Labor Union, a national monthly magazine "for conservative working men and women," issued at Columbus, Ohio, with P. G. Moran as Managing Editor:

1. Placing conservative men at the head of unions instead of the turbulent or anarchistic element.
2. Opposition to the boycott system, the sympathetic strike and the black list.
3. Adoption of apprentice rules opening up a wider field for young men willing to learn trades.
4. The incorporation of unions, making them responsible for their acts.
5. The abolishment of the walking delegate and the strike breaker.
6. The employment of prison labor in making good roads.
7. A Federal labor law governing women and children instead of State legislation.
8. That employees must not dictate the policies of business.
9. Giving employers the right to employ and discharge help at will.
10. Efficiency in work to be rewarded by an increase in wages.

BOOKS FOR FACTORY MANAGERS

The following list of books of more than passing interest to factory managers was compiled by the Cleveland Free Library. They may be found in nearly all libraries:

Organization and Management

Factory organization and administration, Hugo Diemer.

Industrial organization and management, Hugo Diemer.

Shop management and system, F. D. Jones.

Scientific office management, W. H. Leffingwell.

Application of efficiency principles, G. H. Shepard.

Principles of scientific management, F. W. Taylor.

Theory and practice of scientific management, C. B. Thompson.

Production and Costs

Ford methods and the Ford Shop, H. L. Arnold & F. L. Faurote.

Accounting as an aid to business profits, W. R. Bassett.

Manufacturing costs and accounts, T. H. Church.

Production factors in cost accounting and works management, T. H. Church.

Applied motion study, F. B. & L. M. Gilbreth.

Motion study, F. B. Gilbreth.

Maximum production in machine-shop and foundry, C. E. Knoeppel.

The human machine and industrial efficiency, F. S. Lee.

Cost accounting and burden application, C. H. Scovell.

Material.

Purchasing, C. S. Rindsfoos.

Purchasing; its economic aspects and proper methods, H. B. Twyford.

Storing; its economic aspects and proper methods, H. B. Twyford.

Labor

Organization in accident prevention, S. W. Ashe.

Labor turnover, loyalty and output, F. H. Colvin.

Industrial Leadership, H. T. Gantt.

Work, wages and profits, H. T. Gantt.

Scientific management and labor, R. F. Hoxie.

Hiring the worker, R. W. Kelly.

Choosing employees by mental and physical tests, W. F. Kemble.

Employment psychology, H. C. Link.

Psychology and industrial efficiency, Hugo Munsterberg.

Welfare work, E. D. Proud.

Turnover of factory labor, S. H. Slichter.

Works committees and joint industrial councils, A. B. Wolfe.

PERSONNEL

THE EMPLOYMENT MANAGERS' BULLETIN

Published by

The National Association of Employment Managers

MARK M. JONES . . . Editor

Vol. 1 DECEMBER, 1919 No. 12

Address communications to

PERSONNEL, Box 543 ORANGE, N. J.

Officers, N. A. E. M.

PHILIP J. REILLY, President
Retail Research Association
225—5th Avenue, New York City

JOHN C. BOWER, Vice-President
Westinghouse Electric and Mfg. Co.
Pittsburgh, Pa.

MARK M. JONES, Executive Secretary
Thomas A. Edison Industries
Orange, New Jersey

F. C. W. PARKER, Secretary
Central Y. M. C. A., Chicago, Ill.

E. A. SHAY, Assistant Secretary
Administrative Offices, Orange, N. J.

JOSEPH H. WILLITS, Treasurer
University of Penn., Philadelphia, Pa.

It is requested that material appearing in PERSONNEL be not reprinted without permission of the National Association of Employment Managers.

AMERICA! AWAKE!

The shooting down of marching returned overseas service men on Armistice Day in the State of Washington by radical followers of the ism's which has permeated the fabric of the country, came as a shock to the rank and file of the people, yet but few outside the states nearest the Pacific Coast grasped its full significance. Smug complacency is a characteristic of the American people and it is not until danger threatens each individual that they awake. The authorities at the head of the government seem likewise to assume that the danger is more imaginative than real. While we can safely depend on the majority to keep a sane and level head, even in the greatest emergencies, yet the minority, led by the radicals who know or respect no authority, no matter how safe, sane or friendly, encouraged by the high-brow ilk who believe themselves safe with their knowledge and wealth, the parlor Bolsheviki and the brain-warped educator, can jeopardize the honor of our mothers, wives and sisters, and reduce the country to the level of Russia. The menace of the Hun is of small moment as compared to the menace of the Red, the radical, the Bolsheviki, the I. W. W. and the other isms now rampant. Deportations will help but little; prisons less. Sterner measures must be taken and taken now.

The employment man may help some. He can carefully scrutinize the records of those he employs and refuse to give work to those favoring the anti-American, anti-authority form of government. There is need of counter propaganda; a teaching of safe and sane ideas; a calling to account of the loose tongued, loose moraled advocators of the wild isms. Real live, red blooded Americans must awake and stay awake.

PERSONNELS.

Rodney Morison, Jr., formerly Superintendent of Employment, American International Shipbuilding Corporation, Hog Island, Pa., has become Employment Manager of the National Carbon Co., Inc., Cleveland.

J. F. Trazzare has resigned as Secretary of the Employers' Association of Atlanta, Ga., to take charge of all employment matters for the Georgia Railway & Power Company and its subsidiary companies.

T. C. Green is leaving the employ of the Graton & Knight Mfg. Company, Worcester, Mass., where he has charge of employment, to become connected with the Winchester Repeating Arms Co., New Haven, Conn.

John Zimmerman is now Employment Agent of the Spencer Lens Co., Buffalo, N. Y.

Miss Helen M. Bennett, Chicago Collegiate Bureau of Occupations, and John W. Sorrelle, Montgomery Ward & Company, have been elected members of Executive Committee of Chicago Council, recently increased from five to seven.

W. T. Clemens resigned November 1st as Employment Manager of the Merchant Shipbuilding Corporation, Harriman, Pa. He has also resigned from the Executive Council of the Atlantic Coast Shipbuilders' Association and as a member of the Employment Managers' Committee of that organization.

John C. Bower, Superintendent of the Employment Service Department of the Westinghouse Electric & Manufacturing Company, is the author of an article on "How We Conduct the Employment Work," appearing in November issue of Machinery.

THE LEADER

The man who is worthy of being a leader of men will never complain of the stupidity of his helpers, of the ingratitude of mankind, nor of the inappreciation of the public. These things are all a part of the great game of life, and to meet them and not go down before them in discouragement and defeat is the final proof of power.

—Elbert Hubbard

ASSOCIATION NOTES

Prof. A. S. Hurrell, Director of Vocational Education, University of Pittsburgh, was the speaker at the November session of the Pittsburgh group. His topic was "The Smith-Hughes Act," which provides for apprentice training, vestibule schools and the general betterment of industrial workers under Federal and State appropriations.

Dudley Kennedy, Philadelphia, was the speaker at the November session of the Newark (N. J.) Society for the Study of Employment Problems. As usual, Dud minced no words in his discussion of Industrial Unrest.

Miss Helen M. Bennett, Director of the Chicago Collegiate Bureau of Occupations, was the speaker at the November dinner session of Chicago Council. The meeting was planned by the Women's Group.

Prof. Henry C. Metcalf, Bureau of Industrial Research, New York, will be the speaker at the December meeting of the Employment Managers' Association of Jersey City.

A round table conference on Training Employees was held by the Cleveland Group in November. Similar conferences are planned for the third Friday afternoon of each month.

Prof. W. G. Stephens, Washington University, was the speaker at the December meeting of the Employment Managers Association of the St. Louis Industrial District on December 3. Dinner preceded the talk which was on "Obscure Factors in Labor Turnover."

BOOKS

INDUSTRIAL NURSING, Florence Swift Wright. The Macmillan Company, 66 Fifth Avenue, New York, $1.25. A handbook for industrial and pupil nurses and for employers.

THE SHOP COMMITTEE, William Leavitt Stoddard. The Macmillan Company, New York. Experience of the writer as a member of the War Labor Board. $1.25.

WHEN THE WORKMEN HELP YOU MANAGE, William R. Bassett, The Century Co., New York. An outline of plans to add to the worker's pleasure in his work and thereby increase production.

WOMEN'S WAGES, Emile Josephine Hutchison, Longmans, Green & Co., New York. A study of the wages of industrial women, with suggestions for increases

LABOR AND THE COMMON WELFARE, Samuel Gompers, E. P. Dutton & Co., New York, $3. The writing and address of Mr. Gompers, compiled by Hayes Robbins.

LABOR IN THE CHANGING WORLD, R. M. MacIver, E. P. Dutton & Co., $2. Outline of changes in labor's policies and of principles on which reconstruction of society must rest to insure order.

400 FOUR MINUTE ESSAYS, Dr. Frank Crane, William H. Wise & Co., 56 West 45th Street, New York, 10 pocket size volumes containing essays of Dr. Crane. A collection of pithy subjects of interest.

HOW SMART ARE YOU, Max Watson, Vocational Research Laboratories, 525 West 113th Street, New York, twenty-five cents. Contains set of six mental tests with brief discussion of modern test methods.

FARMERS REJECT ADVANCES OF ORGANIZED LABOR

Thrice recently representatives of the agricultural interests of the country have refused to become affiliated with organized labor. First the New York State Federation of Farm Bureaus refused to affiliate, declaring "farmers and union labor have no aims in common." Then the Farmers' National Conference at Hagerstown, Md., decided not to join with organized labor in its efforts to retard production and settle differences by strikes at a time when every effort should be bent toward increasing production and eliminating industrial friction. The third and hardest blow was when the National Grange declined an invitation extended by Samuel Gompers for a conference with labor at Washington on the ground that there is nothing in common between the agricultural interests and organized labor. Evidently the farmer believes that the only way to save the nation is by work and thrift. He has been noted for both for a long time.

KEOUGH FIRST LEADER OF JERSEY CITY GROUP

Mark M. Jones was the speaker at the formal organization meeting of the Employment Managers of Jersey City (N. J.) on November 7. About fifty were present. The first officers are: President, Henry H. Keough, Great Atlantic & Pacific Tea Co.; Vice-President, R. E. Fountain, Federal Ship Yards, Kearny; Secretary, E. G. Schaefer, Industrial Secretary, Jersey City Chamber of Commerce; Treasurer, Stanley A. Corfman, National Carbon Company. The subject of the meeting was "Should the Employment Manager Encourage Shop Committees."

TELEPHONE MAN HEADS NEW YORK ORGANIZATION

The new officers of the Executives Club of New York are: President, A. C. Vinal, American Telephone and Telegraph Co.; Vice-Presidents, Burr A. Robinson, U. S. Rubber Co.; Philip D. Brasher, Chile Copper Co.; J. W. Dietz, Western Electric Co.; Secretary, E. B. Gowin, New York University; Treasurer, Sidney Rolle, U. S. Metals Refining Co.; Assistant Secretary-Treasurer, Grace M. Sullivan.

MORE GROUPS FORMING

Plans are under way in Toronto, Canada; Wheeling, W. Va.; Springfield, Mass.; Chattanooga, Tenn., and several other cities for the formation of local groups. We had thought of adopting a slogan of "Fifty Groups by Christmas," but in view of the fact there are now forty-four busily at work, it would seem we should increase the number. Shall we?

TORONTO JOINS PROCESSION

The Employment Managers' Association of Toronto came into existence on November 24th, when thirty employment and personnel workers of that city effected a temporary organization and adopted a constitution. Formal organization will be made December 8th, when officers for the coming year will be elected. The association is the first to be formed in Canada and bears every promise of developing into a real live organization. The new group has the best wishes of the National Association.

NEW HAVEN COUNCIL GETS UNDER WAY

The first informal meeting of the newly organized Employment Managers' Council of New Haven was held on November 11, the topic being "Recruiting Labor from the Open Market." The first set of officers are: President, John Scoville, Bradley & Scoville, Inc.; Vice-Presidents, J. J. Newman, I. Newman & Sons; John J. Chandler, Hoggson & Pettis; Frank A. O'Neill, Edw. Malley Co.; Secretary, Richard M. Thompson, U. S. Rubber Co., Treasurer, Elfrida Rothchild, A. C. Gilbert Co.

NEW STOCK FOR EMPLOYEES

One hundred and fifty thousand of the million shares of stock of the reincorporated Montgomery Ward & Company, Chicago, will be placed aside for sale to employees. Common stock has been issued to employees from time to time during the past three years. Those now holding stock may exchange it for the new. About $30,000,000 additional capital has been supplied the company through the entrance of George J. Whelan and associates of New York.

EMPLOYEES BIG STOCKHOLDERS

Sixteen thousand and sixteen Goodyearites, or over sixty-one per cent. of the employees of the Goodyear Tire & Rubber Company, are holders of stock in that concern. Their holdings represent a total of $6,746,800. The stock is the Preferred, 7% cumulative, worth $100 per share. Payments are allowed monthly at the rate of $4 a month a share. Not more than twenty shares can be held by one employee. One and three-quarters per cent. dividends are paid quarterly. Last year $1,009,000 worth of stock was purchased by 4,760 workers.

B. & L. ASSOCIATIONS

Now we want something else. Who is connected with a concern whose employees have a building and loan association? It doesn't make any difference whether the company operates it or if the management is left to the employees. Tell us about it, please. (Note the please.)

WOMEN PERSONNEL WORKERS ELECT NEW SET OF OFFICERS

The Personnel Workers' Association, composed of women employment and personnel executives in and about New York, have elected the following officers: Honorary President, Mrs. Frank Vanderlip; President, Mrs. Edward Breese, Federal Reserve Bank; Vice-President, Miss Margaret Sidney, R. H. Macy & Co.; Secretary, Mrs. Beatrice Henry, Abraham & Strouss, Brooklyn; Treasurer, Miss Mabel Meyer, National Cloak & Suit Co.; Directors, Miss S. A. Riddell, Chase National Bank; Mrs. C. G. Hill, Sicher & Co.; Miss Mary McGuey, McCreery's; Miss Charlotte Carr, Knox Hat Co.

MINNEAPOLIS COMING.

At a meeting of which Dr. C. A. Prosser was the speaker, thirty employment men of Minneapolis appointed a committee composed of M. D. Bell, Washburn-Crosby Company; F. A. Anderson, Minneapolis Street Railway Company; Edward Brick, Loose-Wiles Biscuit Company; Ole Newgard, Minneapolis Steel and Machinery Company; W. L. Elson, Northwestern Knitting Company, and Forrest Wheeler, Secretary Minneapolis Civil Service Commission, to draft a constitution and by-laws for an employment managers' association. A course in employment management will be given at Dunwoody Institute under Dr. Prosser.

WORK

The first page article on "Work" in the November issue brought forth the following from one of our readers.

"I am not vitally interested in the first two questions, but am vitally interested in the one stated, 'We believe they should be taught to work.' It is somewhat discouraging for a boy or girl coming out from school and entering the business world on account of the slow progress they seemingly make, but which is due only to their limited experience in the industrial field. I am of the opinion that a great many careers are formed in the first several years after a person is out of school, and am very much of the opinion that a sort of practical course of perhaps six months' duration would be of great benefit to those between the ages mentioned. It would give them an idea more or less of the bumps they must encounter and saturate them with enough of the practical side of business to enable them to intelligently take a position and capably handle it."

Do you agree? It seems to us that in view of the present industrial conditions, an earlier start in training for industrial life must be made than heretofore. There must be something more than theory during the school days and it has been suggested that the high school course contain more or less actual working experience. Is this your belief?

The course on employment and personnel management prepared by the American School of Correspondence, Chicago, has been completed.

HOW OTHERS DO IT

PERSONNEL DEPARTMENT PLANS AS OUTLINED BY ALUMINUM CASTINGS CO.

In General Bulletin No. 12, the Aluminum Castings Company gives an interesting outline of the functions of their Personnel Department. Through the courtesy of Mr. Fisher this Bulletin is reproduced below.

GENERAL BULLETIN No. 12
Subject: Personnel

Effective immediately, Mr. Boyd Fisher, who has been acting head of the Personnel Department since Mr. Birge was transferred to Sales work, is hereby appointed permanently in charge of this department.

The duties and relationships of the Personnel Department are as follows:

They will act as a check on and a service department for the Operating Departments, Sales, Manufacturing and Finance, in the handling of all personal relations in the business in the same manner that the Service Department is the check on and service department in the relationship between the customer and the company.

The outline of the organization is that Mr. Fisher be senior member of this Service Department and that he select and place adequate assistants to carry on actively the work of the divisions at Cleveland in cooperation with all the plants there, and to carry on the combined work of the Buffalo, Garwood and Fairfield plants.

Mr. Fisher's duties are outlined as follows:

1. Covering the assisting of personal relations between the Sales, Finance and Production Departments in operating the business, and also to be able to thoroughly explain the principles or policies covering the operation of the business by these three divisions.

2. Assisting the Plant Managers in the maintenance of proper relations between the men and the production staff.

3. Assistance, on request by the Managers, in development of personal service units of production, such as dispensaries, employment, training school, recreation supervision, restaurants and any other departments of the work dealing with personnel. However, these departments will be operated under the direct control of the Works Manager, so that the men in the Personnel Department organizing these departments, or assisting in bringing them up to an efficient basis will act temporarily as production executives in these departments, reporting directly to the Works Manager until they shall have found or trained heads satisfactory to the Works Manager and be released by him from direct responsibility.

The decision as to whether the Personnel Department can undertake work of this kind will depend entirely on the head of the Personnel Department, who has the responsibility of finding and placing his assistants to carry out the desires of the Works Manager. It is expected that the head of the Personnel Department and his assistants will keep thoroughly posted on the standard practice at other plants covering personal relations, and be able to advise with the Works Manager concerning the method of organization and policies for handling these relationships, and that they will keep themselves ready to assist in the organization of necessary functions of the business and in so far as possible endeavor to secure us a good understanding between the men and the management.

The Personnel Department will have as its very definite aim the creating in the Operating Departments of conditions which will mean the avoiding of labor disturbances and the cutting down of the labor turnover, and also the rewarding of loyalty and merit, the prevention of cliques and misguided obstructions to the carrying out of the policies of the company, and the development and institution of proper operating policies through the regular executive and operating channels.

The dormant responsibility of the Head of the Personnel Department is to be with the Manager of Manufacture, inasmuch as the greater part of his work will be in connection with that department; however, it is understood that he has a right to ask for a meeting of the full Administration Committee in the event he finds cases of misunderstanding, due to the lack of a definite policy covering such cases in order to enable him to quickly adjust such matters.

The Safety Department is hereby set up as a part of the Personnel Department. The proposed duties and relationships of the Safety Department will be worked out by the heads of Personnel and Safety Work.

ADMINISTRATIVE COMMITTEE.
By A. H. Basler,
Secretary.

The Railroad Problem is fully discussed in the November issue of The Annals, published by the American Academy of Political and Social Science, Philadelphia. The January issue will treat "Thrift for the Individual and the Nation." The March issue will discuss "Bonds and the Bond Market."

PLAYING THE GAME.

Business is much the same as a game of golf or baseball or football.

Life itself is aptly likened to a game.

To win, to earn and enjoy the fruits of victory, you must play fair.

A cup or medal or other trophy is not the real prize the victor receives; the real prize, the real reward, is the satisfaction derived from superior, worthy achievement.

Wealth is not the real prize of life, it is only a trophy, a symbol, and may carry with it no satisfaction; indeed it does not carry with it genuine, lasting satisfaction unless it has been won fairly, honestly, honorably.

The more I see of rich men and the closer my insight into the workings of their minds and hearts, the more strongly convinced do I become that great wealth is no passport to happiness nor proof of true success.

It is an old truth, but it needs preaching every sunrise, so many do not know it, or, knowing it, do not heed it. If they could only be made to understand, if they could only see things in their true colors, if they could only peer in the hearts of many millionaires, they would order their lives more rationally and enjoy life more thoroughly.

To win out you must play the game every time.

"Look at So-and-So; he has everything he wants, yet everybody knows that he made his money by shady practices," you may reply.

Don't fool yourself that So-and-So has everything he wants. Do you imagine that he doesn't know how you and other people regard him? And do not think for a moment that he enjoys being looked at askance, or that he wouldn't exchange most of his ill-gotten gains to stand high with you and other people—and to stand high with himself.

There have been wholesale efforts to reap more than has been sown, to get more than has been earned. to tilt the scales unduly.

Sooner or later the profiteers and labor slackers will get their just reward.

The call is for the fellows who can be depended upon, under any and all circumstances, to play the game.

The things that count are the things that last.

Playing the game lasts.—Forbes Magazine.

ARE YOU PROUD

Whether you are producing tomatoes or threshing machines, hairpins or automobiles, you should be proud of your product. The man who takes no pride in his work loses the joy of life as "there is no pleasure like work well done."—Ontario Safety League.

THE HOUSE ORGAN AND ITS FUNCTIONS

The following outline of the functions of an internal house organ was prepared by Austin C. Sayler, of the O. S. Hubbell Printing Company, Cleveland, and was made the basis of an address which he delivered at the Employees' Publications Round Table meeting at the Eighth Annual Safety Congress:

I. CREATE LOYALTY TO COMPANY.
Articles describing the pleasures and benefits derived by working here:
a. Concerts, dances, picnics and dinners.
b. Baseball and bowling.
c. Music—band or orchestra.
d. Hospital facilities and visiting nurse.
e. Benefit association and insurance.
f. Restaurant.
g. Store.
h. A clean place to work; proper lighting; no eye-strain; no stumbling over obstacles.
i. Convenient location; good transportation.
j. Steady work.
k. Good pay.
2. Reproduce and expatiate on national advertising.
3. Explain bigness of company.

II. STIMULATE INTEREST IN WORK AND PRIDE IN QUALITY OF PRODUCT.
Articles on the following and similar subjects:
a. Quality of products.
b. Prizes for suggestions to better it.
c. Representatives' sales talks; what the buyer wants and what he thinks of our product.
d. Why our product is the best.
e. Ultimate use of product; where used, how used, and the necessity of it being perfect.
f. What an imperfect article means to the sales department.
g. Cost of material; what it means when workman spoils a part; delays; reorder of material; cost of small quantity of material.
h. How delays affect sales.
i. Quality talks will automatically produce quantity production.

III. FOSTER INITIATIVE.
1. Inspirational articles: How a mechanic won fame and money by a simple suggestion, and other articles of this character.
2. Remuneration for suggestions for improvements of machine, location of machine, method of operation, method of handling material, etc.

IV. CREATE SPIRIT OF CO-OPERATION AMONG DEPARTMENTS.
1. Show how slowing up affects other departments.
2. Show how imperfect parts stop production.
3. Give concrete examples.

V. CREATE SPIRIT OF CO-OPERATION BETWEEN FACTORY AND OFFICE.
1. Personal stories about executives.
2. Articles on troubles of office will make employee realize his troubles are relatively small.
3. Necessity of close co-operation.

VI. CREATE A FRIENDLY SPIRIT AMONG EMPLOYEES.
Tell all the news to all the employees:
a. Production records.
b. Department news.
c. New employees.
d. New equipment.
e. Men who have been advanced, and why.
f. Small group snap shots.
g. Stories of hobbies of employees.
h. Illness.
i. Marriages.
j. Engagements.
k. Vacations among our help.
l. New automobiles, pianos, victrolas, etc., in homes.
m. Original verse and cartoons.
n. New homes.

VII. TEACH AMERICANIZATION AND NATURALIZATION.
1. Short historical sketches.
2. Opportunities in this country.
3. Advantages under our form of government.
4. Comparisons with other forms of government.
5. Short biographies of successful men.
6. Serial article on naturalization.
7. Question box on naturalization.

VIII. FOSTER DESIRE TO SAVE MONEY AND TO OWN HOME.
1. Give examples of what employees have done, preferably the lower-salaried employees.
2. Give tables showing how small savings will accumulate.
3. Articles about men carrying money in belt or having money hidden at home, being robbed.
4. Advise workmen to put money in savings bank.

IX. SAFETY IN PLANT AND HOME.
Best articles by recognized authorities.

X. CREATE DESIRE OF WIFE TO WANT HER HUSBAND TO WORK FOR YOU, AND TO WANT HER SONS TO FOLLOW THE FATHER.
Articles on the following subjects will help to accomplish this purpose:
a. Why he should work here.
b. Why this is the best place to work.
c. Community affairs.
d. Social affairs.
e. Visiting nurse.
f. Insurance.

XI. HOME ECONOMICS.
If space permits, publish suggestions by wives of employees (none other):
a. Cooking.
b. Sewing.
c. Baking.
d. Cleaning.
e. Care of children.
f. General health notes.
g. Column of want-ads, for sale and exchange notices.

XII. CREATE DESIRE BY MAN ON OUTSIDE TO WORK FOR THIS COMPANY.
Every article in the publication has this end in view.—National Safety Council Bulletin.

CHEER A BROTHER ON HIS WAY

Cheer a brother on his way,
Have a kindly word to say:
Wish him luck an1 send him on
Thinkin' of you when he's gone.
If you like him, tell him so,
It will help him just to know
That you're with him, through and through,
In the task he has to do.

Look him in the eye and say
In a manly sort of way
All that's in your heart an' mind.
Many a day he'll look behind
An' remember all you've said
An' he'll bravely march ahead.
He'll fight on with courage grim
Knowin' you have faith in him.

Strength by man is seldom shown
When he has to stand alone;
None so weak, whoe'er he be,
As the man who cannot see
Friendly faces in the throng
Gladly cheering him along.
He is prey to quick despair
Who has nobody to care.

Cheer a brother on his way,
Have a kindly word to say;
He'll go whistlin' down the road
Heedless of the heavy load
That he's bearin' if he knows
You are with him in his woes
He'll fight hard in troubled days
To be worthy of your praise.—The Riser.

A bill is to be introduced in the Reichstag, according to Gustav Noske, Minister of Defense, taxing big employers to the extent of seventy-five per cent. of their earnings.

BRASS COMPANY ADOPTS EMPLOYEES' BANKING SYSTEM

An Industrial Banking System, said to be the only system yet perfected which allows an employee to make a regular bank deposit at the place of his employment, has been adopted by the Bridgeport Brass Company.

The system, which was suggested by the Executive Council and adopted by the Plant Committees, will be handled through the Works Cashier's Office. A specially devised pass book is used with a series of gummed stamps printed in couplets, an original and a duplicate, bearing the number of deposit as well as the name of the bank in which the deposits are made.

In opening an account the depositor fills out the regular signature card of the bank and hands it with the amount of his deposit to the works cashier. The signed card and the deposit is then sent to the bank. A pass book is issued by the bank, bearing a number on the cover and also upon the deposit coupons which it contains. The book is sent to the plant and delivered to the depositor.

In making subsequent deposits, the depositor hands his money to the Works Cashier, who places in the space marked "Deposit No. 2" the original stamp of a couplet and likewise places on the coupon identified with such space the duplicate stamp of the couplet, which stamp indicates the amount of the deposit. The coupon is then torn out to be sent to the bank with the deposit and the pass book is returned to the depositor. The number on the coupon enables the bank to enter the deposit upon its ledger card to the credit of the person whose pass book agrees with the number.

The strips of couplet stamps are printed in different colors, according to the value of the stamps themselves, which greatly simplifies the work of the Works Cashier and the bank teller.

When the depositor wishes his book written up at the bank, he sends it to the bank and the account is written up on the regulation pass book form in the back of the coupon book after the teller has reconciled the deposit stamps in the book with his ledger card. The stamps in the book are then cancelled by the teller.

There is no writing or cancellation of any kind by the Works Cashier and the system complies with the state banking laws as the teller at the bank actually handles the first deposit and the plant acts as the agent of the depositor and not as the agent of the bank.

Members having free libraries for the use of their employees will please advise us. There are a number of concerns desiring to start such libraries and the information will be greatly appreciated.

PLACEMENTS

No. 249 Married, 34, college graduate, production manager.
No. 250 Single, 25, Captain, completing college course.
No. 251 Single, 35, teacher, experienced employment man.
No. 252 33, army psychological tests, vocacational counsellor.
No. 254 Female, single, 25, experienced employment and welfare.
No. 255 Married, 29, college graduate, employment and safety experience.
No. 256 Single, 35, college graduate, lawyer.
No. 257 Married, 33, executive, experienced personnel head.
No. 258 Female, single, teacher, Americanization, welfare.
No. 259 Married, 30, three years' experience.
No. 260 Female, college, experienced employment-welfare.
No. 261 Married, 36, former employer of labor, service man.
No. 262 Female, college, former sec. Munsterberg.
No. 263 Single, experienced employment and welfare.
No. 264 Experienced Industrial physician.
No. 265 Married, 29, 5 years' experience.
No. 266 Female, college, secretary, teacher, welfare, examiner.
No. 267 Married, 30, auditor, office head.
No. 268 Female, married, college, journalist, house organ editor, welfare.
No. 269 Seven years' experience.
No. 270 Married, 37, college, lawyer, comptroller, financial officer.
No. 271 Female, single, stenographer, sales and adv. experience.
No. 272 Female, 36, single, college, teacher, district visitor, N. Y. or Phila.
No. 273 Female, 26, single, college, social work, 1 year Asst. Personnel mgr.
No. 274 Married, 27, college, teacher, psychological examiner in U. S. Army.
No. 275 Single, 32, college, three years exp., had shop exp.
No. 276 Female, 32, married, teacher 10 yrs., 1½ yrs. asst. emp. mgr.
No. 277 Female, 31, single, U months Y. M. C. A., Europe.
No. 278 Married, 36, college, investigator, executive, lawyer.
No. 279 Female, married, department store experience.

C. J. Drennen, Supervisor of Labor for the Sun Shipbuilding Company, Chester, Pa., and W. T. Clemens, formerly Employment Manager of the Merchant Shipbuilding Corporation, Harriman, Pa., were speakers at the last meeting of the Employment Managers' Committee of the Atlantic Coast Shipbuilders' Association. The former spoke on "Labor Turnover" and the latter on "Selection, Classification and Training of Supervisors."

The minutes of the National Fall Convention of the Society of Industrial Engineers, held in Cleveland in October, are now ready for distribution at $2 a copy. Orders should be addressed to 327 So. LaSalle St., Chicago.

Under the title "Let the Spirit-to-Win Put You Ahead" the W. M. Ritter Lumber Company, Columbus, O., has issued a booklet calling attention to the advantages of that concern as a place to work. It carries an interesting message and is typical of the company issuing it.

BAD SPORTS

By Dr. Frank Crane

No, Mr. Xyzowski, or whatever your name is, you are mistaken. I don't hate you because you champion the downtrodden, nor because you have advanced ideas, nor because I am afraid of the capitalists, nor because I am a dumb-head, reactionary, Bourbon and snob.

I don't hate you at all.

I simply don't want anything to do with you and your crowd.

And the reason is not that you are noble martyrs, overturners and advanced scouts of creation, and that I am Mr. Man-afraid-of-his-job.

Not at all.

The reason is much simpler.

It is that you are a lot of Bad Sports.

And that is just a little lower down than any other class, in American eyes.

Burglars, chicken-thieves, drunkards and gay Lotharios we can get along with. Plain crooks we can send to jail. But the Bad Sport keeps hanging around, just inside the law, and makes a nuisance of himself.

Why do I call you a Bad Sport?

Because you are peeved when you lose.

This country is wide open to any reformer that hopes to function. You can change our laws if you can get votes enough. You can confiscate the banks, put the 'prentice plumbers in charge of the U. S. Steel Company, reduce the price of bread to two cents a ton, or do anything else you (count: one, two, three) please—if you can get votes enough.

Why break in the door with an axe when it isn't locked and the latchstring hangs out?

Go ahead. We'll try Socialism, or Anarchy, or Bolshevism, or any other crazy scheme under the sun. All you've got to do is to convince the majority of us.

No czar scares us; no kaiser prevents us; no capitalistic class intimidates us. Go on. Say your spiel. We've tried a lot of fool things and may try yours.

But, when you argue and fail to convince us, when you tear your shirt and only get a laugh, when you explain your grand and noble ideas and they only look bughouse to us, and then you go around pouting, or howling, or manufacture some bombs to blow us up—why, you don't belong in the game.

If your insides just naturally boil to revolt against some tyranny, and you are not happy unless you can defy and resist and revolt, and can't find any tyranny around to defy, etc., you'd better run along back to Europe where the oppression business thrives.

If you want to stick around, Mr. Pszymslippi, you gotta be good-natured. Tell us your ideas. We'll listen. But when you don't make a hit, then don't get the gripes and talk violence.

Because if you do we will throw you out.

We don't especially object to New Ideas. They're quite interesting.

We don't even object to Prohibitionists. Look what they did to us! But they did it by law, not by T.N.T., and we're looking as pleasant as it is possible for us to look.

But we do object to Bum Sports, Cry Babies, Calamity Howlers, and all those who can Scream and Scratch and Murder, but can't Succeed. I hope you get me.

WHAT MAGAZINES OFFER

SYSTEM (January)—
Thirty Years Without a Strike.
When Men Beat Records.
A Bonus Plan That Cuts Costs.
JOURNAI OF INDUSTRIAL HYGIENE (December)—
Industrial Health Hazards.
Scope of the Physical Examination in Industry.
Industrial Clinics in General Hospitals.
Health Education in Industry.
Malingering—The Problem of Getting the Sick or Injured Employee Back to Work.
THE AMERICAN MAGAZINE (Dec.)—
A Man With a Great Idea—John Leitch.
How to Study Your Business.
Some Facts About Tuberculosis.
How Mr. Goff Chooses Men For Promotion.
FORBES MAGAZINE (November 1)—
Picking Workers, a New Profession.
FACTORY (November)—
Taking the Guess Work Out of Industry.

NEW PLANT PAPER

"Under the Cherry Tree," Vol. 1, No. 1, has reached the editorial desk. It is "in the interest of Industrial Democracy by the employes of the A. B. Kirschbaum Co.," Philadelphia. R. M. Barrett is the editor. If the first issue is a criterion of future ones it will be a great success. Here's our best wishes.

$7,000,000 MORE

Sir Robert Horne, Minister of Labor, has asked the English House of Commons for a fund of $7,000,000 for unemployment payments. Labor members of the House are sharply criticising the government for the discontinuance of payments to unemployed civilians.

CLUETT GETS MRS. STEARNS

Mrs. Eleanor M. Stearns, formerly of the Woman's Department, Employment Service, Timken Roller Bearing Company, of Canton, Ohio, has taken up her duties as Director of the Woman's Department for the newly established Employment Service of Cluett, Peabody & Company, Inc., Troy, N. Y.

New Yorkers, Look!

College man taking post graduate course at Columbia, specializing in Personnel Management, would work in New York personnel department twenty-four to thirty hours a week without salary. Address Worker, c/o Personnel.

THE EUROPEAN ECONOMIC SITUATION

At a dinner given in his honor by the American Institute of Mining and Metallurgical Engineers, Mr. Herbert Hoover delivered the following address, as reported in the Business Digest and Investment Weekly:—

"I have been asked to speak to you on some of the impressions that I have gained during my service in Europe since the armistice. Two convictions are dominant in my mind. The first comes from contact with the stupendous social ferment and revolution in which Europe is attempting to find a solution for all its social ills by practical experiments in Socialism. My conviction is that this whole philosophy is bankrupting itself from a startling quarter in the extraordinary lowering of productivity of industrial commodities to a point that, until the recent realization of this bankruptcy, was below the necessity for continued existence of their millions of people.

My second conviction is older, but has been greatly hardened—and that is a greater appreciation of the enormous distance that we of America have grown away from Europe in the century and a half of our national existence, in our outlook on life, our relations toward our neighbors and our social and political ideals. The supreme importance of this Americanism neither permits us to allow the use of this community for experiment in social diseases, nor does it permit us to abandon the moral leadership we have undertaken of restoring order in the world.

Europe Faced a Famine

During the last ten months I and my colleagues have occupied a unique position in intimate witness of the social currents that have surged back and forward across Europe. The enemy collapsed not only from military and naval defeat, but from total economic exhaustion. In the race to economic chaos the European Allies were not far behind, and by this exhaustion the whole of Europe stood facing a famine the like of which has not been seen since the Thirty Years' War when a third of the population died of starvation.

In the midst of all this was the struggle of a score of new democracies to establish themselves. With friction along every frontier, and with the destruction of governmental institutions, without financial resources to buy supplies, with the miseries of their people offering fertile soil for every economic patent medicine and for all the forces of disorder, with Bolshevism and anarchy overhanging all, there could be no hope of restoring normal economic life until the completion of peace.

In all this situation, with its desperation, greed, century-old animosities, its idealistic and proper aspirations, there was only one hope; that hope, expressed by every city and State, was that the American people, being the one disinterested and uncrippled economic and political force still existing in the world, should again intervene. It was in response to this call that the President, comprehending the real heart of the American people, intervened in Europe a second time and took those steps which resulted in a practical economic organization of Europe pending the consummation of peace and the arrival of the forthcoming harvest.

America's Huge Problem

This second intervention was not a relief problem in the ordinary acceptance. It was not a problem alone of finding foodstuffs for starving populations of the ravaged regions. It was the problem of finding a large margin of foodstuffs and other supplies for the whole of Europe—Allies, liberated peoples, neutrals and enemies—and in a mass of at least 200,000,000 of these people formerly under enemy domination it was a problem of finding absolute economic rehabilitation. Further than this, it was a problem of warding off Bolshevism on one side and reaction on the other, in order that the new-born democracies could have an opportunity of growth.

It's practical consummation was a problem of the organization of the economic strength of the United States and its co-ordination with the remaining economic strength of Europe, and in large areas the imposition of absolute dictatorship over economic forces. Thus the shipping of the world required sufficient coordination to transport 30,000,000 tons of supplies from all quarters of the globe to Europe. It required the provision of credits to those countries whose total exhaustion abolished all hope of normal payment. It required the insistence upon payment from those who had gold or commodities. It required sufficient coordination of purchase in this vast quantity of supplies that the markets of the world should be affected in the least possible degree.

With the dissolution of the organization of the old channels of communication, river craft and railway rolling stock was hoarded by each state; telegraph and postal communications were broken down, every frontier was the scene of more or less military friction until at one moment there were twenty-five little wars in progress. Many of these new governments were without experience or even without the existence of departments for the conduct of either the transportation or distribution of supplies.

Had to Reorganize States

Thus it was necessary to secure the erection within their governments of actual departments, to furnish them advisors, to take over the actual operation of thousands of miles of disintegrated railway systems, to open rivers and canals for traffic, to stimulate the production of coal and other primary commodities, to control their distribution through large areas, to find a basis for exchange of surplus commodities from one state to another, to exercise the strongest political pressure to obtain the disgorgement of surpluses into areas of famine, to resort to barter on a national scale, where currencies had broken down; to stimulate peoples discouraged and disheartened to efforts in their own salvation. And finally, but not least, to intervene a charitable hand in the saving of their children and the stamping out of contagious diseases. And through all of this economic disorganization to inspire the maintenance of order on one hand and the defeat of reaction on th eother. Beyond this again, the necessity of constant friendly intervention in frontier quarrels to prevent the starting of more wars.

These things have not been solved by the service or direction of any one man. They have been accomplished through co-ordination of the men of good will in twenty governments of Europe and throughout by creation of a thread of American personnel directed from a single centre. On our side it has required the co-operation of Congress, the grain corporation, the Treasury, the Shipping Board, the army and the navy.

A thousand Americans were sent into these communities with but little authority beyond their own assurance and the confidence on all sides that they were disinterested, that their only desire was to solve a great and human emergency for no political and no commercial advantage. It was our desire to do this from the background, without ostentation, to act at all times through established institutions, to build up their strength for the time they must rely upon their own resources.

Success Rewards Efforts

I cannot pay enough tribute to all these thousands of Americans, many of them engineers, men taken from the common life of the United States, thrust into the face of staggering political economic problems, the solution of which must affect the wellbeing of hundreds, but of millions. **The proof of their performance lay in the fact that Europe has come through the most terrible period of its history with no loss of life from economic causes, with a stronger democracy and a glow in its heart for the United States.**

This service of the American people has been accomplished at no mean national sacrifice. From the armistice to this year's harvest there has been furnished over $2,250,000,000 worth of supplies, the majority of which has been given freely upon the undertaking by the assisted governments of repayment at some future date. There has been no demand of special security; no political or economic privileges have been sought. It may be years before we receive any return from these loans, but if that period should never come, the American people, by this second intervention in Europe, have saved civilization and have done so with no thought to the burden or cost to themselves.

These matters have been brought to a successful close with the arrival of the harvest and the prospect of peace. What the future has a right to demand from us in further economic support is not yet clear; but it is at least certain that if the world cannot quickly secure the settlement of peace and safeguards for the future through the league, the whole of our two great interventions in Europe will have gone for nothing, and the menace of reaction will again return against us upon the wings of chaos.

As the executive head of this allied effort in economic control, I have thus had an intimate contact with the common people and their officials. I have witnessed their improving physical and economic forces, their revolutions, and I have had to deal intimately with the results of all these phenomena. During this period since the armistice we have witnessed social and political revolution among one-third of the civilized world, and we see the remainder in great social tribulation. No contemporary can properly judge or balance the relative volumne of great currents of social agitation. They are matters of mind and not of matter. Yet practical statesmanship requires that within our abilities a constant accounting should be taken of the tangible results of these forces abroad, if the liberal institutions and progress of orderly government are to be maintained and revolution avoided.

Social Diseases Spread Fast

This cataclysm of social change in Europe is the result of the long cumulation of social as well as political wrongs. It is no sudden afterthought of war. These forces were projected into actual realization by the collapse of the war, the breakdown in the political institutions that had preceded it and the misery that has flowed from it.

Our soil is not so fertile as that of Europe to many of these growths, because we have a larger social conscience. We have not the vivid class and economic distinctions of Europe nor have we the depth of misery out of which these matters can crystallize. Nevertheless, in these days of intimate communication, social forces are rapid in their penetration and social diseases are quick in universal infection.

The general revolution of Europe of the last century, starting with the French Revolution, profoundly changed the whole social order of the world, and while in that revolution the spiritual impulse was the demand for political liberty, there was also a great economic impulse. That economic impulse was primarily the division of the land; and one of the fruits of that revolution was the better distribution of wealth among the agricultural population. Since that time an enormous expansion of mechanical industrialism has been superimposed upon all agricultural states, with a large increase in urban populations. The economic impulse of the revolution to-day is the demand for a better division of the profits of industrialism, and this time the agitation arises mainly from the urban populations.

Suggests a Solution

These vast masses of humanity in Europe have long been groping for the method of nearer equality of opportunity and better distribution of the results of industrial production. These gropings and these attempts have in recent years been dominated by Marxian Socialism. Developed in different degrees of intensity, broadly these revolutions have taken two forms—the Bolshevik form, through which there has been overnight Communization of all property, and second, the milder form of legislative nationalization of industry. I believe we are now in a position to take some stock of and to form some judgment as to the adequacy of these solutions for what I believe every liberal minded man believes a necessity **—the better division of industrial production.**

We require only a superficial survey to see that the outstanding and startling economic phenomenon of Europe to-day is its demoralized industrial production. Of the 450,000,000 people in Europe, a rough estimate would indicate that they are at least 100,000,000 more than could be supported on the basis of production—which has never before reached so low an ebb—prior to the war. This population managed to produce from year to year but a trifling margin of commodities over the necessary consumption and to exchange for supplies from abroad.

It is true that in pre-war times Europe managed to maintain armies and navies—together with a numerically small class of non-producers—and to gain slowly in physical improvements and investments abroad. But these luxuries and accumulation were only at the cost of a dangerously low standard of living to a very large number. The productivity of Europe in pre-war times had behind it the intensive stimulus of a high state of economic discipline. The density of population at all times responded closely to the resulting volume of production. During the war the intensive organization of economy and consumption, the patriotic stimulus to greater exertion and the addition of women to productive labor partially balanced the diversion of man power to war and munitions. Both the pre-war and the war impulses have now been lost and the productivity of Europe has steadily decreased since the armistice.

It is true that some of this diminuation in production has been contributed to by the other factors. But in the larger degree the cause of this steady decrease of productivity must be sought in the social ferment with its continuous imposition of Socialist ideas... In this ferment the advocates of Socialism or Communism have claimed to alone speak for the downtrodden, to alone bespeak human sympathy and to alone present remedies—to be the single voice of liberalism.

Cites Case of Russia

We may examine these phenomena a little more closely. In Russia we have a great country in which the population, with the exception of a small minority, were comparatively well fed, warmly clothed and warmly housed. They were subject to the worst of political tyranny, were deliberately steeped in ignorance and superstition, yet their productivity was sufficient to enable them to provide these primary comforts and to export more foodstuffs than the United States.

Socialism was brought in overnight at the hands of a small minority of intellectual dilettante and criminals. And this tyranny of minority, more terrible even than the old, has now had nearly two years in which to effect the conversion of the wicked competitive system into the elysium of Communism. Two-thirds of the railways and three-fourths of the rolling stock that they control are out of operation. The whole population is without any normal comforts of life and plunged into the most grievous famine of centuries. Its people are dying at the rate of hundreds of thousands monthly from starvation and disease... The capital city has diminished in population from nearly 2,000,000 to less than 600,000. The streets of every city and village have run with the blood of executions. Nor have these executions been confined to the so-called middle and upper classes, for latterly the opposition of the workmen and farmers to this regime has brought them also to the firing squad in appalling numbers.

If we examine the recent proclamations of this group of mixed idealists and murderers we find a radical change in their economic and social ideas. They have abandoned the socialization of the land, for they find the farmer will not produce for payment in high flown and altruistic promises and have established a different wage in an attempt to stimulate exertion and ambition of skilled labor.

Abandons Socialists' Ideals

They have established a state savings bank in order to stimulate production through making provision for family and old age. They are offering fabulous salaries for men capable of directing the large agencies of production. In fact, while in the midst of verbal endeavor to maintain that they are still Socialists, they are endeavoring to restore individual ownership of property and of the results of labor The very high priest of Socialism is to-day vainly endeavoring to save his people from their total destruction by summoning back the forces of production.

The apologists of this debacle are telling us that it is due to the Allied blockade and to various other oppositions, but any one with a rudimentary knowledge of Russia knows that they did have within their borders ample supplies of food, coal, oil, wool, flax, cotton and metals, and the factories with which to work them, in abundance, and that their sole deficiency is human effort.

We could take another example of Bolshevism in the efforts of Bela Kun and his colleagues in Budapest. The distinction between this situation and Russia is that they were dealing with a population of much higher intelligence, of much higher average education, and it required but three months for the working people of Budapest to realize the fearful abyss into which they had been plunged. It was solely due to the efforts of the trade unions in Budapest that the Bolshevists were thrown out of Hungary.

War-Time Socialism

These are the extreme points where Socialism has had its opportunity for immediate and wholesale application, according to all of the precepts of its advocates. Elsewhere in Europe Socialism has proceeded through established institutions, and we may shortly examine the results here also.

During the war large measures were taken on both sides of the front to secure the mobilization of production and distribution to its maximum use in the struggle. There was effective socialization of vast sections of industry. These measures are being continued and extended to-day in many places by Governments anxious to maintain the stability of institutions even at the sacrifice of economic safety, but under the threat of minorities of revolutionary action.

Yet here again the same prime weakness has proved itself; the only partial success of these measures in war was due to the great patriotic impulse of war. Those who conducted these large operations were men whose initiative and capacity had been selected by the competitive system. These war impulses have been lost, and these organizations of constantly decreasing efficiency even in war now face disaster from reduced productivity.

There is no better example of this than the coal industry of Europe, and even omitting Russia, this production has fallen from a rate of 600,000,000 tons per annum at the armistice to a rate of 450,000,000 tons recently. The coal industry is in modern life the very blood of the state, and it has proved itself the most susceptible among all the industries to these influences, and its production to-day is at such an ebb as to jeopardize the entire social fabric.

I am convinced that the greatest proportion of European leaders of Socialism to-day to some extent realize this bankruptcy and are endeavoring to cover a retreat with loud complaints as to the failure from other causes. Nevertheless, this realization is bringing the turn of the tide and through it Europe is on the road to economic recovery—if she gets peace.

The whole of these various sorts of Socialism are based on one primary conception, and that is that the productivity of the human being can be maintained under the impulse of altruism, and that the selection of the particular human for his most productive performance can be made by some superimposed bureaucracy.

Their weakness is the disregard of the normal day to day primary impulse of the human animal, that is, self-interest for himself, or for his family and home, with a certain addition of altruism varying with his racial instinct and his degree of intelligence. They fail to take into account, also, that there is but one sufficienlty selective agent for human abilities in that infinite specialization of mind and body necessary to maintain the output of the intricate machinery of production, and that is the primary scchool of competition.

My conclusion from all these observations is, therefore, that Socialism as a philosophy of possible human application has already bankrupted itself.

Although Socialism has now proved itself, with rivers of blood and suffering, to be an economic and spiritual fallacy and to have wrecked itself on the rock of production, I believe it was necessary for the world to have had this demonstration. Great theoretic and emotional ideas have arisen before in the world's history and have, in their bankruptcy, deluged the world with fearful loss of human life. A purely philosophical view might be that we who have witnessed these results need not plunge our own population into these miseries and into a laboratory for experiment in foreign social diseases.

Bankruptcy of the Socialist idea, however, does not relieve us from the necessity of finding a solution to the primary question of the better division of the products of industry and the steady development of higher productivity. The bankruptcy of the Socialist idea should, if reaction is to be prevented, return the guardianship of this problem from the radical world to the liberal world of moderate men, working upon the safe foundations of experience.

Must Be Wholly American

The paramount business of every American to-day is this business of finding a solution to these issues. But this solution must be found by Americans in a practical way, based upon American ideas, on American philosophy of life. A definite American substitute is needed for these disintegrating theories of Europe. It must be founded on our national instincts and upon the normal development of our national institutions. It must be founded too upon the fundamental fact that every section of this Nation—the farmer, the industrial worker, the professional man, the employer—are all absolutely interdependent upon each other in this task of maximum production and the better distribution of its results.

It must be founded upon the maximum exertion of every individual within his physical ability and upon the reduction of waste both nationally and individuallv. We can well see a vivid confirmation in Europe of the fundamental economic principle that the standard of living is the direct quotient of the amount of commodities produced; that we must secure a maximum production of the industrial machine if we wish to keep our population alive, or if we wish to see an increase in the standard of living of our people.

From this only can arise the very foundations of the higher activities of life. The application of this proposition must, however, stand several tests. A maximum production can only be obtained through conditions that protect the physical and intellectual well being of the producer and we shall never remedy justifiable discontent until we eradicate the misery which the ruthless mess of individualism has imposed upon a minority.

EMPLOYMENTGRAMS

There are two kinds—c-e-n-t-s and s-e-n-s-e. The first makes a dollar, the second a man.

Don't be a "buck passer." If you want to get anywhere in this old world, don't be afraid to accept responsibility and then be responsible for that responsibility. It may be easier to "pass the buck," but it don't pay in the long run.

Every man in the plant should be a booster. If he isn't, there is something wrong somewhere.

Are there several small industrial concerns located in any city of the Middle West, or the West, that would consider joining together in securing the services of an industrial physician? If so, the National Association has on file the name of a well-qualified physician who would consider a proposition of that kind.

LOCAL ASSOCIATIONS AND THEIR OFFICERS

ATLANTIC COAST SHIPBUILDERS' ASSOCIATION, EMPLOYMENT MANAGERS' BRANCH
President
A. Muhlhauser.....Baltimore Dry Docks
Secretary
C. S. King, 136 South 16th St., Philadelphia

AUBURN, N. Y. EMPLOYMENT MANAGERS' ASS'N
President
W. H. Nagell.....Internation Harvester Co.
Secretary-Treasurer
C. W. Storke.....Employers' Association

BALTIMORE EMPLOYMENT MANAGERS' ASS'N
President
A. Muhlhauser.....Baltimore Dry Docks
Secretary-Treasurer
Carroll Gorman....Bethlehem Steel Company

BOROUGH OF QUEENS, N. Y. PERSONNEL MANAGERS' CLUB
President.....Fenley Hunter
Secretary
F. E. Breyfogle.....Chamber of Commerce

BRIDGEPORT, CONN. EMPLOYMENT MANAGERS' ASS'N
President
George H. Stone.....Locomobile Company
Secretary
W. V. Elliott.....Burns & Bassick

BOSTON, MASS. EMPLOYMENT MANAGERS' ASS'N
President
John Trickey.....Forbes Lithograph Mfg. Co.
Secretary
Ralph G. Wells...Room 327, 86 Beacon Street

BLACKSTONE VALLEY EMPLOYMENT MANAGERS' ASSOCIATION
President
H. J. Byrnes.....Sayles Finishing Plants
Saylesville
Secretary-Treasurer
E. E. Wynn.....D. Goff & Sons, Pawtucket

BUFFALO ASSOC'D EMPLOYMENT SUPERVISORS
President
G. P. Berner..Nat'l Aniline and Chemical Co.
Secretary
E. Earle Axtell..Masonic Employment Bureau

CHICAGO COUNCIL, NATIONAL ASS'N OF EMPLOYMENT MANAGERS
President
Arthur H. Young..International Harvester Co.
Secretary
F .C. W. Parker.....Central Y. M. C. A.

CALIFORNIA SERVICE AND EMPLOYMENT MANAGERS' ASSOCIATION
President
Clyde L. Foster.....Union Construction Co.
Oakland
Secretary
Clifford M. Goss,...Cal. Hawaiian Sugar Co.,
Crockett, Cal.

CANTON, OHIO THE STARKE COUNTY EMPLOYMENT MANAGERS' SCHOOL
President
S. P. Hall.....Morgan Engineering Co.
Alliance, Ohio
Secretary
D. R. Haines.....Central Steel Co.
Massillion, Ohio

CLEVELAND, OHIO EMPLOYMENT MANAGERS' GROUP OF THE CHAMBER OF COMMERCE
Chairman
E. W. Gressle.....Warner & Swasey Co.
Secretary
S. R. Mason..Cleveland Chamber of Commerce

CINCINNATI EMPLOYMENT MANAGERS' ASS'N
President
Harvey N. Tuttle.....The Pollak Steel Co.
Secretary
Pearl A. Boyle..United States Playing Card Co.

DAYTON, OHIO EMPLOYMENT MANAGERS' ASS'N
President
W. E. Baker.....Dayton Eng. Lab.
Secretary
Louis W. Kerberg.....Platt Iron Works

DETROIT EMPLOYMENT MANAGERS' CLUB
President
J. H. Lyons.....Studebaker Corporation
Secretary
George W. Grant.....Employers' Association

EMPLOYMENT MANAGERS' ASS'N ERIE, PA.
President
Morris Harrison.....Hammermill Paper Co.
Secretary
H. M. Gerry.....Industrial Secretary
Erie Y. M. C. A.

HAMILTON, OHIO EMPLOYMENT MANAGERS' CLUB
President
H. G. Sherer..Hamilton Foundry & Mach. Co.
Secretary
H. E. Cully.....16 Reilly Block

HARTFORD, CONN. EMPLOYMENT EXECUTIVES' CLUB
President
Joseph T. Jordan...S. K. F. Ball Bearing Co.
Secretary
Philip J. Sheridan.....Pratt & Cady Co., Inc.

INDIANAPOLIS, IND. THE EMPLOYMENT MANAGERS' ASS'N
President
Joseph Stickney.....Nordyke-Marmon Co.
Secretary
R .N. Phelps.....Eli Lilly & Company

JERSEY CITY EMPLOYMENT MANAGERS ASS'N
President
Henry H. Keough..Great Atlantic and Pacific Tea Co.
Secretary
E. G. Schaefer.....Chamber of Commerce

KANSAS CITY, MO. EMPLOYMENT MANAGERS' COUNCIL OF THE CHAMBER OF COMMERCE
President
E. D. Taylor...Kansas City Bolt and Nut Co.
Secretary
M. E. Brian....Western Union Telegraph Co.

MILWAUKEE EMPLOYMENT MANAGERS' ASS'N
President
P. E. Pope.....Pfister & Vogel Leather Co.
Secretary
D. C. Hinstorff....International Harvester Co.

MUSKEGON, MICH. EMPLOYMENT MANAGERS' ASS'N
President
A. V. W. Carpenter.....Linderman Steel and Machine Co.
Secretary
W. W. Poole...Union National Bank Building

NEW HAVEN EMPLOYMENT MANAGERS COUNCIL
President
John Scoville.....Bradley & Scoville, Inc.
Secretary
Richard M. Thompson..U. S. Rubber Company

NEW YORK PERSONNEL WORKERS' ASSOCIATION
President
Mrs. Edward Breese,...Federal Reserve Bank
Secretary
Mrs. Beatrice Henry.....Abraham & Strouss

NEW YORK THE EXECUTIVES' CLUB
President
A. C. Vinal.....American Tel. and Tel. Co.
Secretary
E. B. Gowin.....92 West Broadway

NEWARK, N. J. SOCIETY FOR STUDY OF EMPLOYMENT PROBLEMS
President
Montague A. Clark.....E. I. DuPont Co.
Arlington, N. J.
Secretary
Karl F. Egge..Bamberger & Co., Newark, N. J.

NIAGARA FALLS, N. Y. EMPLOYMENT MANAGERS' GROUP, CHAMBER OF COMMERCE
Chairman
James G. Tatterall.....Ramapo Iron Works
Secretary
H. L. Buck.....Chamber of Commerce

EMPLOYMENT MANAGERS' ASS'N OF THE PACIFIC NORTHWEST
President
James H. Carey.....West Linn, Oregon
Secretary-Treasurer
Nina F. Winn.....2517 Tenth Avenue, W., Seattle, Wash.

THE PHILADELPHIA ASSOCIATION FOR THE DISCUSSION OF EMPLOYMENT PROBLEMS
President
A. E. Chevalier.....The Barrett Co.
Secretary
Joseph H. Willets..University of Pennsylvania

PITTSBURGH, PA. EMPLOYMENT MANAGERS' ASS'N
President
John C. Bower....Westinghouse E. & M. Co.
Secretary
F. R. LaBarrer.....Carbon Steel Co.

PEORIA, ILL. EMPLOYMENT MANAGERS' CLUB
L. E. Roark.....Mfgrs and Merchants Ass'n
333 Hippodrome Building

PITTSFIELD, MASS. EMPLOYMENT MANAGERS' ASSOCIATION OF BERKSHIRE COUNTY
President
John E. Perkins..S. N. & C. Russell Mfg. Co.
Secretary
Myles W. Illingworth..73 North St., Pittsfield

ROCK ISLAND EMPLOYMENT MANAGERS' ASS'N
President
George K. Wilson...Deere & Co., Moline, Ill.
Secretary-Treasurer
H. A. Jansen.....Skinner Annex, Moline, Ill.

ROCHESTER, N. Y. INDUSTRIAL MANAGEMENT COUNCIL
Chairman
F. W. Fisher..Rochester Railway and Light Co.
Secretary
Elliott Frost.....Chamber of Commerce

EMPLOYMENT MANAGERS' ASS'N OF SOUTHERN CALIFORNIA
President
Philip Playter..116 East 2nd St., Los Angeles
Secretary-Treasurer
F. M. Erwin.....724 South Broadway

ST. LOUIS EMPLOYMENT MANAGERS' ASS'N ST. LOUIS INDUSTRIAL DISTRICT
President
H. F. Young.....
Secretary
C. H. Weiser.....314 North Broadway

ST. LOUIS EMPLOYMENT EXECUTIVES' CLUB
President
William E. Schaeffer..St. Louis Metalware Co.
Secretary
J. A. McNamara.....310 Security Building

EAST ST. LOUIS, ILL. EMPLOYMENT MANAGERS' ASS'N
Secretary
Ross Bowles.....East Side Emp. Association

ST. PAUL, MINN. EMPLOYMENT MANAGERS' ASS'N
President
Paul N. Meyers.....
Secretary
E. M. McMahon.....Athletic Club Building

SYRACUSE EMPLOYMENT MANAGERS' ASS'N
President
George Clearwater.....Halcomb Steel Co.
Secretary
G. S. Dutcher.....101 W. Marcellers Street

TOLEDO, OHIO EMPLOYMENT MANAGERS' CLUB
President
George J. Leroux..Nat'l Mallable Castings Co.
Secretary
Allan M. Kureth.....Merchants and Manufacturers Association, 501 Nasby Building

MOTION PICTURES

Selected and Organized in Programs for the Recreation, Inspiration and Instruction of

INDUSTRIAL GROUPS

Successfully promoting Safety, Health, Americanization, Good-Will. Knowledge of Industrial Processes, Better Industrial Relations, etc.

Simple Economic Lessons Organized by Professor Jeremiah W. Jenks.

Give us a statement of your problems and needs.

We will submit tentative programs suggesting picture helps.

COMMUNITY MOTION PICTURE BUREAU

WARREN DUNHAM FOSTER, President
LESLIE WILLIS SPRAGUE
Director Industrial Service
46 WEST 24th STREET, NEW YORK

PERSONNEL EXECUTIVE FOR DEPARTMENT STORE

Aggressive man with pleasing personality, experienced in employment relations work, preferably one with department store experience, wanted by large department store in Michigan. Position will involve supervision of selection, instruction and placement of help. Unusual opportunity for high-grade man. Salary $5,000 or more for unusual man whose experience justifies it. Give full details of age, education, experience, so that appointments for personal interviews in New York City can be made. Address

STORE, c/o PERSONNEL, ORANGE, N. J.

WANTED—PERSONNEL MANAGER

For an unusual organization

One of the large retail businesses of the country, noted for its modern ideas of organization and the importance which it attaches to its personnel, is looking for the best man available to fill the position of Personnel Manager. This man should be the right age and personality, and possess the necessary education and outlook to enable him to secure the right people for the organization, to supervise their training, and to plan and carry out all relations between the corporation and its employees.

This is not a one-man job, but is a position at the head of a considerable force of specialists. It calls for a man of action, as well as for a man of sound theory. The right man will find an opportunity to make for himself a place second in importance to none in the organization, and to earn compensation that such a place merits.

An interview may be secured by putting in writing sufficient information to show that the writer possesses real qualifications for the position.

Address: Unusual, c/o Personnel, Orange, N. J.

WANTED

MANAGER OF INDUSTRIAL RELATIONS

The Advertiser requires a Manager of Industrial Relations, fitted by training and experience to organize employment work, employees' representation, and human relations generally, in several factories; and to advise with executives in a broad way regarding labor policies, profit-sharing and relative matters.

It is a big and satisfying job for a man who has breadth of vision and knows how.

What are your qualifications?

Address, MANAGER,
care of Personnel
Box 543 Orange, N. J.

NOW IN ITS SECOND EDITION

WHAT I WOULD DO IF I WERE A FOREMAN

By MARK M. JONES, Director of Personnel
The Thomas A. Edison Industries

TEN CENTS A COPY, IN ANY QUANTITY

PERSONNEL, Box 543 Orange, New Jersey

PROCEEDINGS

OF THE

CLEVELAND CONVENTION

A whole reference library in itself on subjects pertaining to employment and personnel work. We have 500 copies. Do YOU want one of them?

TWO DOLLARS

sent to the Administration Offices, N. A. E. M., Orange, N. J., will get it.

DO IT NOW!

THE GREATEST NEED OF THE TIMES—PRODUCTION

Four years of world-war stopped the production of practically everything except instruments of death and their accessories, wrecked through shot and shell the upbuilding work of generations, exhausted the reserve supply of practically every line of industry and placed the world on the edge of industrial bankruptcy. One year of peace has demonstrated that there is but one solution and that is PRODUCTION, and then more PRODUCTION. The greatest aid to production is TRAINING. Raw materials, production machinery and men are plentiful, but the men must be TRAINED to produce. Before th emen can be trained, there must be a trained SUPERVISORY force. The National Association of Employment Managers' latest publication

"TRAINING THE SUPERVISORY FORCE"

Minutes of New York Conference on this subject—tells how twenty firms are meeting this problem.

TWO DOLLARS A COPY

Order now, as only 500 copies are available for distribution

NATIONAL ASSOCIATION OF EMPLOYMENT MANAGERS, ORANGE, NEW JERSEY